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PLANNING BOARD FOR THE CITY OF CAMBRIDGE

TOWN GOWN REPORTS

Tuesday, February 5, 2013

7:05 p.m.

in

Central Square Senior Center  
806 Massachusetts Avenue  
Cambridge, Massachusetts

Hugh Russell, Chair  
H. Theodore Cohen, Vice Chair  
William Tibbs, Member  
Steven Winter, Member  
Ahmed Nur, Associate Member

Brian Murphy, Assistant City Manager for  
Community Development

**Community Development Staff:**  
Susan Glazer  
Liza Paden  
Jeff Roberts

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**P R O C E E D I N G S**

(Sitting Members: H. Theodore Cohen, William Tibbs, Steven Winter, Ahmed Nur.)

H. THEODORE COHEN: Good evening everyone. Welcome to the Planning Board's February 5th meeting. I'm Ted Cohen. I'm Vice Chair of the Planning Board. Tonight we have a couple of minutes of Planning Board matters to take care of and then we'll move into the Town Gown reports that I know is why you're all here.

The presentations are done randomly every year, and so this year we're going to start with Lesley, Cambridge College, then Harvard and MIT. And what we'll do is hold all of our questions and all of your questions and comments until all the presentations have been made.

We look forward to an informative and interesting evening for everyone.

So, Liza, are there any ZBA matters

1           that you want to call to our attention?

2                   LIZA PADEN: No. We have the cases  
3           for the February 7th meeting and I don't see  
4           any issues that are usually of Planning Board  
5           concern.

6                   H. THEODORE COHEN: Anybody else  
7           have any questions about the ZBA?

8                   STEVEN WINTER: No.

9                   H. THEODORE COHEN: All right.

10                   Liza, while you're there, are there any  
11           transcripts of previous meetings that need to  
12           be adopted?

13                   LIZA PADEN: The January 5th  
14           transcript was submitted.

15                   H. THEODORE COHEN: And you've  
16           reviewed that?

17                   LIZA PADEN: Yes.

18                   H. THEODORE COHEN: And it's in  
19           accordance -- is there a motion to accept  
20           that transcript?

21                   STEVEN WINTER: So moved.

1 WILLIAM TIBBS: Second.

2 H. THEODORE COHEN: All in favor?

3 (Raising hands).

4 H. THEODORE COHEN: Thank you.

5 (Cohen, Tibbs, Winter, Nur.)

6 H. THEODORE COHEN: Is Brian around?

7 BRIAN MURPHY: Sure, I'll just give

8 a short and sweet update.

9 Next week on the 12th we'll be back at  
10 our usual spot at 344 Broadway where we will  
11 have a hearing on Kendall and Central Square,  
12 update on those matters. The 19th, again, at  
13 344 Broadway we'll have a discussion of the  
14 MIT Zoning proposal as well as the return of  
15 54R Cedar Street.

16 Just a couple of other things you may  
17 want to be aware of. Tomorrow evening the  
18 Ordinance Committee has two hearings; the  
19 first is on the medical marijuana issue, and  
20 the second is an update for the City Council  
21 Ordinance Committee on the Central Square

1 Zoning proposal.

2 In addition, the City Council will have  
3 two Ordinance hearings at the end of the  
4 month, the 26th and 27th. Both of those will  
5 be devoted to Ordinance Committee discussions  
6 at MIT Zoning proposal. They'll be dividing  
7 up into parts looking first on build/form  
8 issues. And then on the second one, issues  
9 such as open space, community benefits,  
10 mitigation, and the like. So that's a  
11 preview of the month of February.

12 And we'll have more action again in  
13 March as well.

14 H. THEODORE COHEN: Great.

15 Thank you.

16 Well, if we could now have the  
17 representatives from Lesley.

18 MARYLOU BATT: Good evening. I'm  
19 Marylou Batt and I'm very pleased to be here.  
20 I'm the vice president for administration at  
21 Lesley University, and I'm here to provide a

1           brief presentation. And I'm going to assume  
2           that people have looked at the report and can  
3           also read the screen so I won't read what is  
4           on the screen.

5                       With me today is George Smith the  
6           director of operations for Lesley. Matt  
7           Purnell, the supervising planner, Bill  
8           Doncaster of public affairs and Michael Orr,  
9           the manager of sustainability for Lesley.

10                      So with that I think we can start into  
11           the presentation. And just -- we're going to  
12           organize it a little bit -- Lesley, in the  
13           past year has a new strategic plan, an  
14           updated strategic plan. And while the  
15           strategic plan itself isn't about buildings,  
16           it obviously sets the tone where the campus  
17           goes and what we need to do. We'll then talk  
18           briefly about the three campuses; the Brattle  
19           Campus, the Doble Campus, and the Porter  
20           Campus, and then a little bit about  
21           sustainability. And within two of the

1 campuses we'll talk about the arts program  
2 and the Threshold Program.

3 Lesley, it remains very rooted in  
4 practice. And we really spent a lot of our  
5 time looking at how can we make sure that the  
6 facilities really meet the needs of the  
7 students that we have and how do we make sure  
8 that we have the quality and how do we make  
9 sure that we listen to the neighbors. How do  
10 we make sure that we listen to our own  
11 community about their needs. And so this has  
12 been a fairly long process. We came up with  
13 six goals.

14 The first one, not surprisingly, is  
15 about quality and value. And I'm sure all  
16 the universities are talking about quality  
17 and value these days when you look at the  
18 cost of education. As it relates to  
19 increasing our enrollment and strengthening  
20 adversity, most of the enrollment, really  
21 increase is going to come from three

1 different areas.

2 One is off-campus and online.

3 The second is insuring that we have a  
4 better retention of our undergraduates and  
5 increase the number of undergraduates but who  
6 actually start as freshmen and graduate. So  
7 we're looking to have some increases there.

8 And then thirdly, special programs that  
9 we run during the summer; a number of low  
10 residency programs that have been very  
11 successful for us.

12 Two other goals, obviously supporting  
13 the students' success and then advancing  
14 research scholarship and professional  
15 development. Obviously we'll come back and  
16 spend a lot of time talking about goal 5, but  
17 maybe not a lot of time. Some time talking  
18 about goal 5, and then the whole concept of  
19 reaching beyond our borders, really  
20 increasing our students going abroad,  
21 bringing input national students to Lesley

1 community, and looking at forging new  
2 partnerships with international institutions.  
3 We've had a very successful program in Ghana  
4 last summer and the students have been here  
5 and our faculty go there. So they work very  
6 well.

7 Just to remind you that we have the  
8 three different campuses, each a 10-minute  
9 walk from each other. Well, unless you're  
10 trying to get from the Brattle Campus to the  
11 Porter Campus, and that's 15 minutes.

12 So we'll talk a little bit about  
13 Brattle. It's now been five years since EDS  
14 and the Episcopal Divinity School and Lesley  
15 really formed this partnership and developed  
16 this condominium concept for that campus and  
17 we've spent a lot of time working with them,  
18 looking at issues, and obviously we share a  
19 single library. And for, you know, we ask  
20 both, for them and for us, both have certain  
21 requirements, but it's a shared governance of

1 the services. We have academic  
2 collaborations between the various schools,  
3 and we have a lot of different activities  
4 where the students can collaborate in terms  
5 of different kinds of events.

6 We've also spent a lot of the time  
7 repairing the infrastructure, because while  
8 it was and is a beautiful campus, it has had  
9 its own set of needs. And as people can  
10 recall, we did a lot of work in terms of  
11 improving heating systems and the lighting  
12 systems and making sure that they were all  
13 sustainable and that they -- and that they  
14 work. And obviously, we also -- and if you  
15 walk around the campus, there are a number of  
16 ramps now at this campus that didn't exist  
17 before, and so we worked really hard in  
18 improving the accessibility of the campus and  
19 making improvements of all of the campuses.

20 On the lower left-hand space was the  
21 space that was designed between the Sherrill

1 Library and Washburn which is much more  
2 inviting and frankly a safer place to be  
3 walking and seated and has really changed the  
4 quality of the interactions certainly during  
5 the nice weather.

6 (Hugh Russell Seated.)

7 Clearly as the technology increases,  
8 and improvements and have developed new study  
9 spaces, and then have infrastructure  
10 improvements like roofs and heating systems  
11 and land.

12 In terms of Doble, both on the main  
13 part of the campus itself, again, at the top  
14 left is Founders Hall. Last year we did a  
15 major renovation to the ramp systems making  
16 it accessible and improving the heating, the  
17 lighting, the envelope of the building, as  
18 well as the technology.

19 The building next to it, the red brick  
20 building, which technically they're one  
21 building because they're attached through the

1 basement, but that building we have an RFP  
2 out for architectural services again because  
3 we need to put an elevator in that building  
4 and bring that up to -- that building up to  
5 code as well.

6 The Doble Hall, which is not in the  
7 picture, we've done some new air handling and  
8 energy efficiency.

9 And then 7 Mellen which is one of the  
10 houses on Mellen Street, we're looking to  
11 repurpose it, and again having an ADA ramp,  
12 new technology, and trying to get into the  
13 global educational center of the university.

14 So one of the two major projects that  
15 we're going to be launching this year, this  
16 spring is -- and I think we talked about it  
17 last year and then we ended up having to  
18 defer for a summer, is the first phase of the  
19 work for the Threshold Build Program. And we  
20 have to do it over two summers. The first  
21 will be 78 and 82 front and rear, and then 68

1 Oxford will be in the following year. But it  
2 will improve -- it doesn't expand the  
3 program. We won't have more students there,  
4 but they'll have better quality space to meet  
5 their needs. I think as people remember, the  
6 Threshold Program is a program for students  
7 with learning and other issues that really  
8 require some very specialized assistance  
9 along the way.

10 The first phase will be an addition on  
11 the rear of 78 Oxford. And then in 82 rear  
12 we're going to be building some space because  
13 a large portion of the Threshold students,  
14 when they graduate, stay in the area because  
15 they've learned, they now know how to use the  
16 T, they now know how to navigate, and they  
17 come back to the program asking for  
18 assistance whether it's, you know, career  
19 counselling or whether it's personal  
20 counselling or financial counselling or how  
21 to get an apartment or God forbid if they're

1 in an apartment and need to get out of a  
2 lease. So we deal with those kinds of  
3 issues. So they still remain fairly reliant  
4 on the staff, and we expanded it to the  
5 alumni services for those students. And so  
6 there will be some space for the alumni  
7 director and others. Clearly improved  
8 residency.

9 I mean, at the moment we have put some  
10 of the Threshold students into a Lesley  
11 College dorm because that was the only dorm  
12 that was ADA compliant, and they didn't have  
13 any ADA compliant. We have students in  
14 wheelchairs and a student who is blind, so it  
15 becomes very important to make sure that this  
16 space is all ADA compliant.

17 So that's the Doble Campus. That work  
18 will start the minute the program closes and  
19 we'll complete that in a mad dash over the  
20 summer and have it ready for the students  
21 when they come back in the fall.

1           At the Porter Campus, clearly there's a  
2           new big tenant. Bally's has left and Workout  
3           World has taken over that lease and has  
4           probably spent the last nine months or so  
5           dramatically improving the quality of the  
6           facility downstairs that had languished  
7           somewhat under Bally's. City Sports, when we  
8           built the lower level, which we'll talk about  
9           in a minute, we created some additional space  
10          and expanded the City Sports space on the  
11          first floor and we've really enhanced --  
12          sorry, which is really sort of enhanced the  
13          quality of what the area looks like as you  
14          come in the south entrance off of Mass. Ave.  
15          And so we have those improvements.

16                 And then, and then obviously we have  
17                 the art center, which I think the members  
18                 know that the court ruled yesterday  
19                 supporting the position that the Planning  
20                 Board had taken, and so we are eagerly  
21                 preparing to actually begin work, although

1 clearly the litigants have one more shot at  
2 this, but we'll see what happens.

3 So -- but I think as everyone  
4 remembers, we talked about at least, you  
5 know, arts is really important at Lesley, not  
6 just for the Art Institute, but also for the  
7 School of Education and for Lesley College  
8 and also for the Graduate School of Arts and  
9 Social Sciences for their creative programs  
10 for counselling and arts and in therapy and  
11 programs like that. So we have arts in all  
12 of our programs.

13 The original floor print and design for  
14 the new art program called for putting 20  
15 percent of the space in the lower level of  
16 University Hall. We did that over the last  
17 nine months. We're very excited about how  
18 the space has turned out. We have numbers of  
19 studio spaces. There are senior studios.  
20 There are drawing rooms. There are crit  
21 rooms. There are open spaces like this for

1 exhibits and other things, and so we're very  
2 pleased at how this space has really turned  
3 out, and we think it's a real harbinger of  
4 what the new building is going to look like.  
5 Clearly this is the big project that we're  
6 going to be undertaking. We do plan to start  
7 this in April and, you know, we've really  
8 spent a lot of time obviously working with  
9 the community. We plan to have another  
10 meeting later this month with the community  
11 to give people a sense of what the  
12 construction mitigation plan looks like, what  
13 the timing is, what the sequencing is, so  
14 that people will have a good understanding of  
15 what we're doing, when we're doing it, how  
16 we're doing it, why we're doing it. And  
17 hopefully this will move right along.

18 I think you can see that this is  
19 obvious -- I have this problem. This is a  
20 picture around the turn of the century, and  
21 with all of the various pieces which we are

1 planning to reinstall as we do this  
2 development. So we're pretty excited about  
3 the historic portions of the church. And I  
4 know people are interested in, you know, the  
5 whole question of, you know, what do we call  
6 this school? And we're testing names, so no  
7 one should take what they see in orange there  
8 as a given, but we're testing various names  
9 to sort of figure out what we're going to  
10 call it. And by our June meeting, we'll  
11 actually have a new name for the art  
12 institute. The only thing I can tell you is  
13 that it won't be The Art Institute of Boston.

14 So clearly, you know, we have an  
15 enormous amount of effort that goes into the  
16 art programs and working with the K through  
17 12 program here, certainly having access for  
18 the community into the art library. Lots of  
19 different exhibits for people who saw this  
20 morning, there was a large article about this  
21 photographer, the Arab Spring that was in the

1           Globe this morning, this exhibit has gotten a  
2           lot of -- is being sponsored by the French  
3           Embassy as well, and it's gotten a lot of  
4           very strong, positive reviews.

5                     Clearly Mark Brown was here earlier  
6           this year and, you know, arts is really  
7           central after education for Lesley.

8                     Clearly in terms of sustainability now  
9           we'll switch over just a little bit just to  
10          remind people, you know, we're looking at the  
11          new building being LEED certified in silver  
12          or higher. Clearly we've done a lot of  
13          infrastructure work. We continue to increase  
14          the amount of construction waste that we're  
15          able to recycle, continue to decrease both  
16          our electricity and natural gas consumption,  
17          increase our recycling, and really try to  
18          engage the students. And starting on Monday,  
19          we, Recycle Mania is a national program  
20          that's run in a number of different schools  
21          which Lesley is participating in as I'm sure

1 other schools are as well.

2 Clearly we have expanded. Bicycles are  
3 hot these days and we are increasing  
4 dramatically the number of bike parking  
5 spaces we have and have them. We are just  
6 completing installing a new bicycle repair  
7 station that will be available to all  
8 students so that they can fix their bikes if  
9 they need to be fixed and have someone to  
10 help them if they need it.

11 So, with that, that is a brief overview  
12 of the program and I'm happy to answer any  
13 questions or any other programs, answer any  
14 questions.

15 Thank you.

16 H. THEODORE COHEN: Thank you.

17 HUGH RUSSELL: Okay, next we'll hear  
18 from Cambridge College.

19 PHILIP PAGE: Thank you.

20 Thank you. I'm Philip Page, director  
21 of partnerships and special assistant to the

1 President at Cambridge College. I'm pleased  
2 to be here this evening. I'm a resident and  
3 we were here last year with the opportunity  
4 to introduce the president to the Planning  
5 Commission. She was very appreciative to be  
6 able to say a few words. She wasn't able to  
7 be here this evening because of a prior  
8 engagement. And the VP is new interim, so  
9 I'm filling in this year. So I'll be back in  
10 attendance next year but I may not be at the  
11 podium.

12 But what I would like to do is give a  
13 previous summary. I don't have slides. It's  
14 a very short presentation with respect to the  
15 work that we've done over the last 12 months.  
16 As we didn't present last year, I'll give a  
17 little bit of a context where we are, but  
18 I'll share, at least for the audience, enough  
19 data around who we are, what we have in terms  
20 of facilities so that that can round the  
21 presentation.

1           I think most of you already know that,  
2           you know, our campus is primarily in Maine  
3           only. We are a college of three sites in  
4           Cambridge; one at 1000 Mass. Ave., one at 80  
5           Prospect, and one at 17 Monsignor O'Brien  
6           Highway. Each of them holds various  
7           components at the college.

8           At 17 Monsignor it's our School of  
9           Management. At 80 Prospect is our School of  
10          Education, and 1000 Mass. Ave., School of  
11          Psychology and Counseling, both graduate  
12          programs by the way. And then at 1000 Mass.  
13          Avenue we have our school of undergraduate  
14          studies and our primary administrative  
15          offices. The 1000 Mass. Ave. building is the  
16          one that we own and the other two are  
17          facilities that we lease.

18          Last year I think it was mentioned that  
19          when President Jackson came, that we were in  
20          the midst of completing a strategic plan.  
21          When she came 12 months ago, she was nine

1 months into her role as president, new  
2 president at Cambridge College. In the time  
3 frame that she's been acting we've been  
4 working at revisiting plans that were in  
5 place before she came and we're happy to  
6 announce that within two weeks we should be  
7 finalizing that strategic plan with our Board  
8 of Directors. The plan itself doesn't speak  
9 to physical changes for the college, but it  
10 provides some context about where we see  
11 ourselves going and ultimately we'll have, be  
12 a baseline for what we look at in terms of  
13 physical development.

14 The focus of the strategic plan really  
15 have been to refine the goals of the college  
16 with regards to our mission and vision. It  
17 addressed goals such as enhancing academic  
18 programs, improving students services, and  
19 developing external relationships to help  
20 support the college both financially but also  
21 in terms of the kinds of programs, and most

1 appropriate for the audiences that we serve,  
2 which is primarily the adult population,  
3 primarily working and, again, looking at ways  
4 in which we can impact workforce development  
5 initiatives that are going across the town,  
6 the city, and in fact Massachusetts.

7           Explicit goals as I said, we're not  
8 part of the plan -- explicit spacing plans,  
9 but the expectation would be that over the  
10 course of the work that we've been doing  
11 improving the academic programs and improving  
12 student services, that we would address some  
13 of the optimization opportunities for current  
14 facilities as we, as we move along.

15           It's important to note that right now  
16 the two sites outside of 1000 Mass. Ave. are  
17 leased sites and both have a time frame of  
18 expiration between one and five years. So  
19 that we will be looking at, looking at those  
20 sites in terms of the, you know, again  
21 optimal needs of the college in terms of what

1 we would like to provide to our students and  
2 make in terms of the needs of the students  
3 relative to parking relative to amenities,  
4 whether it be places to shop for food in the  
5 evening when they come to class, or to access  
6 resources for their classes. Those will  
7 become part of the consideration in terms of  
8 whether we are in those buildings again or if  
9 we look at other sites as well. Those are  
10 future considerations based on the time frame  
11 that we have left on those two sites.

12 With regards to 1000 Mass. Ave. they  
13 are current -- the current and future plans  
14 for the ground floor of this site, but  
15 nothing for the interior. That interior  
16 space will pretty much remain the same in  
17 terms of how we use it and the functions that  
18 they serve.

19 Over the past several -- over the past  
20 year we've generated quite a degree of  
21 activity, and one of the main spaces in the

1 building which is we call room 152, is the  
2 retail corner on Bay Street and Mass. Avenue,  
3 and we made a concerted effort to make it a  
4 much more, a much more user friendly relative  
5 to academic and community-based initiatives.  
6 So over the past year we've had multiple  
7 events that are now, I think, sending the  
8 message that Cambridge College would like to  
9 engage the broader community in a more  
10 substantive way as how we use the community  
11 as well as how the community uses the  
12 college. As an example we've engaged the  
13 Cambridge community foundation in hosting  
14 meetings in that space. We've had and hosted  
15 the Cambridge Arts Council Open Studios  
16 during the summer for three days. We've --  
17 we had a joint collaborative effort with the  
18 City of Cambridge and about four or five  
19 other Cambridge-based non-profit  
20 organizations to host a Black History month  
21 event last February. We were and are engaged

1 with the City of Cambridge's domestic  
2 violence initiative, 21 days of questions,  
3 365 days of action as part of something that  
4 is -- will be embedded in both the community  
5 activities that we do, but also in  
6 introducing it into the curriculum programs,  
7 the School of Council and School of  
8 Education. We hosted the launch event which  
9 brought in excess of 150 people to the  
10 college for a four-hour event and we are  
11 going to have an extension of that activity  
12 in March over a two-week time frame where we  
13 will have art exhibits, plays, and other  
14 activities. Again, community-focussed with  
15 partners within the non-profit organizations  
16 of Cambridge.

17 We've hosted energy efficiency  
18 workshops that have invited the broader  
19 community to come and learn about ways in  
20 which they can become more effective and  
21 manage energy efficiency within one's home.

1           And we've also hosted financial literacy  
2           workshops with Eastern Bank as our partner,  
3           again, open to the broader community.

4                       So we've looked at expanding the ways  
5           in which we are connecting to the community  
6           by virtue of the facility and we will do that  
7           in addition at the 17 Monsignor O'Brien  
8           Highway and the other sites to the greatest  
9           extent that we can.

10                      Going forward the college is committed  
11           to expanding that space, again, the use of  
12           that space, but we also are looking at ways  
13           in which we enhance it at a street level from  
14           a physical standpoint as well. We're looking  
15           at ways to address the blank facade that  
16           looks into the space that's constantly  
17           shaping, so we're making it more attractive  
18           to those that are on the street front.

19                      In a similar way we are also looking at  
20           the Green Street lot that's behind the  
21           building which is connected to community

1 gardens and public space that is right now  
2 again used by the broader community.

3 Cambridge College primarily maintains  
4 it with landscapers, irrigation for the  
5 community gardens, and making sure that it's  
6 secure, but the primary use is that of the  
7 community. Cambridge College is again just a  
8 caretaker of that space.

9 So that's sort of the current picture.  
10 The future picture in terms of the projects,  
11 in terms of the shaping of the physical space  
12 of the Cambridge College is a long story.  
13 Nobody really planned for the future. We  
14 will work within the context and construct of  
15 those buildings and facilities that we have.  
16 As I said, with the exception of those leased  
17 properties which could potentially change  
18 depending on how we see, what best meets the  
19 needs of our students and the academic  
20 programs, one of the components of the report  
21 really spoke to questions about parking and

1 the issues of transportation around Cambridge  
2 College. At this point we don't provide  
3 student parking at any of our -- at any of  
4 our locations. What we do provide,  
5 handicapped and some HOV, high occupancy  
6 vehicle designated spaces. We have parking  
7 for faculty and employees and numbers about  
8 123 as it's on the summary report, but the  
9 students are really at their -- use the  
10 resources of Cambridge. And what we try to  
11 do is make sure that the students come into  
12 the college are fully aware of what is  
13 available to them in the public domain. So  
14 we provide mapping of the open parking  
15 spaces. We are -- for example, at 80  
16 Prospect, we have worked out arrangements  
17 with the public parking areas to at least  
18 consider the active engagement of our  
19 students that are coming in the evening.  
20 There's less of a public transportation model  
21 for our students because so many of them are

1 coming from distances that don't make that  
2 possible, especially since they're coming for  
3 evening classes and leaving sometimes after  
4 ten o'clock when classes end. But they are  
5 constantly -- information's constantly  
6 provided to them to make them aware of what  
7 those options might be, both in terms of  
8 parking opportunities but also public  
9 transportation. So we're at least making  
10 sure that's in their materials when they  
11 come, part of our website and part of the  
12 documentation that's available within the  
13 main campus.

14 Beyond that, I think the -- the other  
15 thing that I would mention is that we are  
16 looking at expanding the presence of bicycles  
17 on the college. We have parking spaces for  
18 bicycles internal to the building and some on  
19 the main patio space that's in front of the  
20 building. But one of the things that we are  
21 beginning to explore are some of the other

1 opportunities to bring that as an  
2 opportunity, because we're at the midpoint  
3 between Harvard Square and Central Square.  
4 We know that the relationship between the  
5 bicycles, for example, give us an opportunity  
6 to engage that as well. But we are looking  
7 and discussing internally as many as those  
8 kinds of options and opportunities that could  
9 be available to our students as possible.

10 With that, that's the story that I have  
11 to share relative to Cambridge College at  
12 this moment. And I would anticipate if  
13 there's any questions, that I would be happy  
14 to answer them.

15 HUGH RUSSELL: Does anyone have any  
16 questions?

17 WILLIAM TIBBS: We're going to hold  
18 them until the end.

19 HUGH RUSSELL: Okay, thank you very  
20 much.

21 The next is Harvard University.

1                   ALEXANDRA OFFIONG: Thank you for  
2 bearing with us as we set up our computer.

3                   So good evening. I'm very pleased to  
4 be here tonight on behalf of Harvard  
5 University. My name is Alexandra Offiong.  
6 I'm with Harvard Planning and Project  
7 Management. I'm also here with colleagues of  
8 mine from the university including Mark  
9 Perkins, also from Harvard Project and  
10 Planning. Thomas Lucey and Annie Tomasini  
11 from Harvard Affairs and Public  
12 Communications and Heather Hendrickson from  
13 the office of sustainability.

14                   So tonight I'm going to provide you  
15 with a brief update on Harvard's Cambridge  
16 Campus, our current projects, as well as our  
17 planning priorities. Before we jump into the  
18 projects I want to take an opportunity just  
19 to step back and provide a moment on what are  
20 the key drivers for planning and activities  
21 at Harvard's Campus.

1           So first and foremost university is  
2 here to support our academic mission which  
3 means creating the teaching and research  
4 bases that we do. And that includes also our  
5 new and renovated science and engineering  
6 spaces, such as this research facility that  
7 we have.

8           A large portion of Harvard's Cambridge  
9 Campus is comprised of residential  
10 facilities, and housing Harvard's affiliates  
11 is one of our main drivers. Tonight you'll  
12 hear a lot about one of our new initiatives  
13 which is related to the renewal of the  
14 undergraduate dormitories which is a program  
15 we call House Renewal. This is -- many of  
16 the houses, as you can see this for example,  
17 our neo-Georgian Houses along the river, they  
18 were built at a time when building standards  
19 were different, when the needs of the  
20 students were different. So the renewal  
21 program is going to allow us to address those

1 needs and also to really create 21st century  
2 living environments, living, and learning  
3 environments for our students. And those  
4 21st century environments are going to  
5 include such thing as high-tech classrooms,  
6 because learning actually does happen within  
7 the houses, not just the living.

8 Another driver is enhancing our campus  
9 experience. We look for opportunities to  
10 improve not the landscape of our campus such  
11 as here in Harvard Yard, but also the  
12 cultural, artistic, athletic opportunities on  
13 our campus, and it's very important.

14 Adapting to a more sustainable facility is  
15 also one of the drivers of our projects, and  
16 this is really becoming institutionalized in  
17 the way that we do our business. In fact,  
18 many of the projects that I -- all of the  
19 projects that I talked to you, that I  
20 mentioned tonight were designed in a  
21 sustainable way. And most of them, in fact,

1 are targeting LEED Gold.

2 And finally we continue to invest in  
3 the systems that support our campus  
4 operations. And that includes both the heavy  
5 infrastructure, such as our steam plants here  
6 along the river, but also the light  
7 infrastructure such as our bike facilities  
8 that make our campus work well.

9 So, tonight I'm going to review a  
10 number of our significant projects that are  
11 in all corners of the Cambridge campus. You  
12 can see in blue there are a handful that  
13 we've recently completed. In red a number  
14 that are currently underway. And the yellow  
15 ones represent future projects that we are  
16 just planning right now.

17 So, beginning with the projects we've  
18 recently completed, last year Harvard  
19 completed a renovation of Fay House which is  
20 here in Radcliffe Yard along Garden Street.  
21 It's a project we worked closely with the

1 Cambridge Historic Commission because it was  
2 an exterior restoration and that included  
3 everything from the masonry to the  
4 rehabilitation of surviving historic windows  
5 from the 19th century. The building is now,  
6 while it has many historic features, it also  
7 has the amenities of a modern administrative  
8 building, including a lovely historic meeting  
9 room.

10 Also in Radcliffe Yard we have recently  
11 completed landscape improvements as part of  
12 the implementation of the landscape master  
13 plan. And that project included improvements  
14 to site drainage, soil compaction. We  
15 improved the tree canopies. We improved the  
16 pathways. We also created this new area  
17 along Brattle Street which is an area for  
18 changing landscape and public art  
19 installations which is adjacent to the art --  
20 this doesn't -- there's no installation right  
21 now because we just built it, but I think it

1 will be an interesting dynamic part of the  
2 streetscape.

3 So further along closer to the square  
4 along Brattle Street is Gutman Library which  
5 is part of the Graduate School of Education.  
6 We recently finished the repurposing of the  
7 first floor of this library to create an  
8 updated study and gathering space. You can  
9 see it here. And this space really responds  
10 to the way that students choose to study  
11 today which is technology-enabled,  
12 comfortable seating, allows group study, it  
13 integrates dining. It really meets the  
14 students' needs in a way that the space  
15 hadn't before.

16 So moving on to projects that are  
17 currently under construction. 32 Quincy  
18 Street, the renovation and expansion of the  
19 Harvard Art Museums Facilities. I know we've  
20 been talking to you about this for some years  
21 now. I think we first came to you in 2008

1 with this project. So this is a project,  
2 just to remind you, that is defined by Renzo  
3 Piano. It restores the original 1920  
4 building seen here in the front masonry  
5 building, and it adds a new addition to the  
6 building along Prescott Street in the rear.  
7 And the intent is to house the three  
8 constituent art museums; The Fogg,  
9 Busch-Reisinger, and Arthur M. Sackler as  
10 well as classrooms, study centers and art  
11 conservation lab. So construction on this  
12 project has been going on now since 2010.  
13 And we know it's been a complex and a time  
14 consuming project but thankfully the hard  
15 parts are behind us, and we are -- the  
16 exterior of the building is now weather  
17 tight. We have installed nearly all of the  
18 glass panels on the rooftop addition, and  
19 this is going to allow natural light to  
20 filter into the conservation lab at the top  
21 of the building, the study centers just

1 below, and the interior courtyard at the base  
2 of the building.

3 So the work now shifting to building  
4 out the interiors, and the project is on  
5 schedule to being completed at the end of  
6 this year. The art museums will need much of  
7 2014 to complete the conditioning of the  
8 building, to move the collections, and to  
9 install the galleries. So we're very excited  
10 about a new opening in the fall of 2014. And  
11 this is a project that is targeted LEED Gold.

12 So moving up to the Harvard Law School.  
13 This is Mass. Ave. So you'll remember back  
14 in 2006 when we were before you to design for  
15 approvals for the new law school building at  
16 the corner of Everett Street and Mass. Ave.  
17 One of the important components of that  
18 design was the creation of a landscape space  
19 that would, that the student center would  
20 overlook and that would be connected to a lot  
21 of the active student uses in this area; the

1 libraries, classrooms. And so we are in the  
2 final stages of implementing that. So you  
3 can see Pound Hall is here, through this  
4 project we've needed to remove part of the  
5 project, the east wing of this building to  
6 create this landscaped open space. The new  
7 facade on Pound Hall has been completed. You  
8 can see it here. And the plantings, those  
9 will be going in later this spring. So you  
10 can see this is an image of what that's going  
11 to look like once the project is fully  
12 complete. This is a perspective from the new  
13 building looking into the campus.

14 Harvard Law School is also just  
15 beginning a renovation of Gannet House which  
16 is down Mass. Avenue. This is a 1830 Greek  
17 revival building that's been home to the  
18 Harvard Law Review since 1925 and will  
19 continue to be. So right now we are  
20 undertaking a full renovation that's really  
21 addressing deferred maintenance and updated

1 building systems, improved accessibility.

2 This is the first test project of the  
3 housing program. It's Old Quincy. It's a  
4 dormitory on Plympton Street. This is what  
5 it looked like before the renovation. So  
6 this is a project that calls for a major  
7 renovation of the building which is mostly  
8 residential spaces. It -- our approach has  
9 really been to preserve the historic  
10 character of the building, but also bringing  
11 it up to all the codes and meeting students'  
12 needs for today. So the project is going to  
13 result in new room layouts, dramatic  
14 improvements to accessibility with new  
15 elevators, new horizontal circulation which  
16 never existed with the houses with their  
17 vertical entry systems, and also new social  
18 and academic spaces in the formerly under  
19 utilized lower level.

20 Harvard is continuing its coordination  
21 with the City of Cambridge on the plan

1 repairs and surface enhancements to the  
2 Cambridge Street tunnel. While the City  
3 under takes the repairs to the underpass,  
4 Harvard is improving the surface of the  
5 tunnel to create an improved pedestrian and  
6 bicycling environment. You can see the  
7 rendering here.

8 And here on Divinity Ave. sort of in  
9 the northern part of our campus, the faculty  
10 of Arts and Sciences is renovating Tozzer  
11 Library, and this is a project that will be  
12 the consolidation of the anthropology  
13 department which is currently in several  
14 locations. The design calls for a full  
15 renovation of the building as well as a  
16 one-and-a-half story addition on top. And  
17 this is a project the Planning Board reviewed  
18 earlier last year before the Board of Zoning  
19 Appeal approved the project.

20 So moving to our projects that were in  
21 the planning phase. So McKinlock Hall is our

1 second test project of the renewal house  
2 program. That's just across the street from  
3 Old Quincy and it's overlooking Memorial  
4 Drive. You can see it here. So this is a  
5 project that will allow us to explore not  
6 only the renewal of residential spaces in the  
7 houses, but also design for a dining hall a  
8 Master's residence which are also integral  
9 spaces within every house at Harvard. So  
10 similar to Old Quincy, this is a project that  
11 will call for new room layouts, improved  
12 circulation, and also restoring many of the  
13 significant historic features, but also a few  
14 targeted alterations that will make the  
15 building just work better. One of those is  
16 -- here's an alleyway of -- that is between  
17 two wings of the building. And through this  
18 renovation we are going to provide a glass  
19 roof on top and that will create more student  
20 gathering space and overflow dining space and  
21 create easier circulation through the

1 building.

2 So this is the project that has been  
3 approved by the Cambridge Historical  
4 Commission, the Massachusetts Historical  
5 Commission, as well as the Board of Zoning  
6 Appeals, and we are planning to start this  
7 project this coming June.

8 We are also planning for the renewal of  
9 our first full house. Dunster House is just  
10 down Memorial Drive just south of McKinlock,  
11 and so this is, you'll recognize this is a  
12 six-story brick and limestone neo-Georgian  
13 building. And right now we're in the early  
14 stages of planning for this project, but we  
15 envision that many of the same approaches  
16 that were taken in Old Quincy and McKinlock  
17 will apply. This -- so this is a project  
18 we're targeting for a start in the summer of  
19 2014. Though we are planning for some work  
20 this coming summer to address some of the  
21 envelope repairs.

1           So creating a swing house which is  
2           housing for students that are displaced by  
3           these house renewal renovations is really  
4           important. And it's really becoming designed  
5           to keep the house system intact during the  
6           sequential renovations of each of house. So  
7           Harvard is planning to convert 1201 Mass.  
8           Ave. into a central hub of spring housing.  
9           So this was a building built in 1991 as the  
10          Inn at Harvard facility, but it was always  
11          intended to be used only temporarily as a  
12          hotel until it was converted to institutional  
13          use. So we're planning to renovate the  
14          interior spaces of the building to provide a  
15          dining hall and some of the social programs,  
16          faces necessary for a house and we will be  
17          back at the Planning Board sometime this  
18          spring to review this change of use with you  
19          in more detail.

20                 Other planning priorities. So this  
21                 image gives you a snapshot of the

1 university's current areas of focus in  
2 Allston. Currently we are moving ahead with  
3 planning on the science building on Western  
4 Avenue. You can see that here as well as on  
5 the mixed use housing and retail development  
6 in Barry's Corner. Here. In addition, the  
7 business school and the athletics department  
8 have projects on the existing campus that  
9 they'll be undertaking in the coming years.

10 In the longer term the university  
11 envisions future academic growth here on the  
12 Charlesview site as well as an enterprise  
13 research campus and hotel and conference  
14 center here in Allston and going north.

15 Harvard continues to support cycling in  
16 a number of ways on our campus. We've  
17 supported the expansion of Hubway into  
18 Cambridge with seven Hubway stations that are  
19 supported on our campus as well as another  
20 five on the Boston campus. We continue to  
21 add bike racks and bike repair stations and

1 we host programs on bicycle repair clinics,  
2 and do a lot of different things. As part of  
3 the federal Bicycle Commuter Benefits Act,  
4 Harvard now reimburses employees who  
5 primarily commute by bicycle for the cost of  
6 buying, improving, repairing, and storing  
7 their bicycles. That's a new benefit we've  
8 just introduced. And of course we continue  
9 to collaborate with the cities of Cambridge  
10 and Boston or our networks, bicycling  
11 networks.

12 So bicycling is just one of the  
13 components of our overall commitment to  
14 sustainable modes of transportation. This  
15 year our single occupancy vehicle rate on the  
16 Cambridge campus was 13.2 percent which I  
17 believe this is one of the lowest in the City  
18 of Cambridge. And we see this as a direct  
19 result of the commuter choice programs we  
20 offer. This year a few of our highlights, we  
21 sold 7,000 MBTA passes every month. We have

1 10,000 ZipCar members and 28 ZipCar spaces on  
2 our campus. We have now six electric vehicle  
3 charging stations on our campus. You can see  
4 one of them here. And also we just expanded  
5 the emergency ride home program to provide  
6 rides home to anyone who commutes, walking,  
7 bicycling, transit, or who carools at least  
8 twice a week. So that's also a new program  
9 just introduced.

10 Housing for staff, faculty, and  
11 graduate students. So Harvard University  
12 manages a very large portfolio of housing  
13 that is available to our students, faculty,  
14 and staff, and that includes both rental  
15 housing as well as home ownership units. The  
16 university also offers other types of housing  
17 assistance. Resources for finding housing,  
18 both private market and university, as well  
19 as incentives for home buying and selling.  
20 So as you'll remember several years ago,  
21 Harvard completed a program for expanding the

1 affiliated housing portfolio. In fact, we  
2 added 500 beds in Cambridge. So right now  
3 Harvard does not have any immediate plans to  
4 increase the housing portfolio other than  
5 what I mentioned in Allston.

6 At this time I am going to hand it over  
7 to my colleague Heather Hendrickson who will  
8 touch on the sustainability.

9 HEATHER HENDRICKSON: Good evening.  
10 I'm happy to be here with you. In Harvard,  
11 sustainability efforts are linked directly to  
12 our mission and belief that universities have  
13 a special goal to play in addressing global  
14 challenges such as climate change, and we're  
15 dedicated to not only getting that our  
16 delivering cutting edge research and teaching  
17 but translating those actions into action and  
18 sharing those results.

19 So our goals, our sustainability  
20 efforts are really driven by three  
21 university-wide goals that our office works

1 to convene people and implement across  
2 campus. And last year when we celebrated our  
3 ten year anniversary of having a  
4 sustainability group, and in that effort we  
5 tried to basically distill what we thought  
6 our model was for change which is focussed on  
7 shifting the culture of the way that we work  
8 and live on campus. And we put it into five  
9 key elements. So I'll just touch on those.

10 Supporting and empowering our community  
11 to become active participants in change.

12 Having strong leadership and goals to  
13 drive that change.

14 Three, innovating through collaboration  
15 and partnerships across all our schools and  
16 administrative units but also with our  
17 neighbors; Cambridge, Boston, and also other  
18 regional universities.

19 Four, fostering change with tools and  
20 resources that give our community the power  
21 to act individually and as teams on their

1 own.

2 And then fifth, taking the time to  
3 reward and recognize our community so that we  
4 keep the momentum building. We have a whole  
5 video on our website that actually takes this  
6 through and hopefully it is a marketable  
7 model for others.

8 This year was very exciting. We  
9 launched the first ever university-wide  
10 sustainability impact report. It's available  
11 on our website and it really was done for the  
12 reason of having a very open and transparent  
13 conversation about where we have been and the  
14 challenges of continuing to be more and more  
15 sustainable in the future. And the report  
16 focuses on four key areas. It's hard to see  
17 but they're right here.

18 One is metrics where we display  
19 interactive grass and stories and data that  
20 we will update every year from now on.

21 Two, a vision section where President

1 Faust speaks and also discusses our  
2 governance and our organizational model for  
3 how we do this work.

4 And then our journey section which  
5 really just is a nice compilation of, you  
6 know, where it all started with the students  
7 and what are some milestones, photos, videos  
8 and stories over time of our sustainability  
9 efforts.

10 And then of course it wouldn't be  
11 complete without a live-it section, so what  
12 can our community do to actually embody this  
13 and do this work and hopefully again -- and  
14 those are very transferable to others.

15 So I touched on one of our three  
16 university-wide goals being our greenhouse  
17 gas reduction goal. And this, of course, was  
18 a goal announcing 2008. It's a ten-year goal  
19 from 2006 to '16. Where we are against that  
20 goal without growth is we've reduced our  
21 emissions 24 percent. With growth we've had

1 about 3 million square footage of growth.  
2 Much of it in research and lab intensive  
3 space. We've reduced our emissions still 16  
4 percent. And the way that we've done that is  
5 really three key areas:

6 One is just reducing energy demand in  
7 the building. So making them more energy  
8 efficient. We've done about a thousand  
9 energy conservation measures so far. All of  
10 them economically viable.

11 We've also increased our energy  
12 efficiency of our supply. So the Blackstone  
13 steam plant is 31 percent less greenhouse gas  
14 intensive, and our chilled water plants are  
15 23 percent GHG less intensive.

16 And then third is the building cultural  
17 and sustainability and change which we've  
18 talked about, and bringing our community  
19 together to share best practices and  
20 codevelop new programs.

21 I talked about our green building

1 standards and what those have really led to  
2 is our ability to have greener, healthier  
3 buildings, but also have, according to the  
4 U.S. Green Building Council that creates the  
5 LEED rating, the most LEED projects of any  
6 higher ed institution in the world. And  
7 where we are is 102 total. And you'll notice  
8 of the 102, 74 are in Cambridge and 60 are  
9 completed, 14 are registered, and in the  
10 works.

11 Labs. So for us research, we want to  
12 keep doing research and innovation, but this  
13 is a real source of energy intensity growth.  
14 Our labs are 23 percent of our square footage  
15 and about half of our energy use. So we have  
16 developed very extensive outreach programs in  
17 Cambridge as well as Longwood to address this  
18 both with our occupants and also through  
19 design.

20 We're also committed to just lowering  
21 our environmental footprint beyond energy and

1 in other areas with the addition of this  
2 brand new installation here on the Gordon  
3 Track and Tennis Building of 20,000 panels of  
4 solar PV, little voltas. We have one  
5 megawatt now of solar deployed across  
6 Harvard's campus. We've also done a  
7 tremendous amount to expand our waste  
8 reduction efforts and are able to include  
9 e-waste. We have e-waste stations all across  
10 campus now. And we have some more free cycle  
11 events that are open to the community where  
12 we exchange things that you may not want but  
13 others want. So many different areas beyond  
14 energy.

15 Of course we continue to work with our  
16 students and our faculty who are an  
17 inspiration for this work and also our  
18 innovation sources. And we have a number of  
19 programs that we really do to re-tap to the  
20 community and reward and recognize them. One  
21 of them I'll just mention is our student

1 peer-to-peer program, had a 10th year  
2 anniversary this year which was one of the  
3 first in the country. And we continue to do  
4 things like our lecture series, Harvard  
5 Thinks Green, with cutting edge researchers  
6 that again is open to the entire community.

7 And lastly, I'll just say that we're  
8 very much recognized through our work on our  
9 campus and also our partnerships with  
10 Cambridge. That collaboration and  
11 partnerships are really key to building a  
12 sustainable future and acting to confront  
13 climate change as well as other  
14 sustainability challenges, and we're very  
15 much committed to not only internally doing  
16 this, but to do that in neighboring  
17 communities and institutions. And we hope  
18 that you will look at our website and talk to  
19 us and share our best practices and implement  
20 strategies for impact together.

21 HUGH RUSSELL: Thank you very much.

1 I take it that concludes the Harvard  
2 presentation so we'll go on to MIT.

3 ISRAEL RUIZ: Good evening,  
4 everybody. Thanks for having us. It's a  
5 pleasure to be back with you on a topic  
6 that's not Kendall Square.

7 So we'll -- my name is Israel Ruiz.  
8 I'm the Executive Vice President and  
9 Treasurer of MIT. As I've said, you've seen  
10 me around here talking about MIT in the  
11 context of Kendall. We're really pleased to  
12 bring you the Town Gown report for the 2013  
13 cycle.

14 So we talked last year about MIT 2030,  
15 about integrated planning framework, and  
16 we'll update some of those thoughts here  
17 tonight. We will also kind of when I  
18 introduce some of the concepts that have been  
19 behind that framework, there are not just  
20 about specific projects, but I think we  
21 wanted to give you an idea about how we're

1 thinking of that planning so we have a sense  
2 of what goes on in our mind as well when we  
3 think of our campus as a whole. And I may  
4 some of those discussions as well.

5 I'm here with our team, our planning  
6 team with Dick Armstrong, Director of  
7 Facilities, Steve Marsh from the management  
8 company, and a lot of MIT members to assist  
9 us as always.

10 So it's been a year and a lot happened  
11 in a year. So a lot happens in the  
12 transition in leadership. We have a new  
13 president, the 17th president of MIT. We  
14 have a new provost as of July 2nd. This is  
15 kind of an important transition, but I think  
16 part of what we really love to talk about is  
17 that this transition actually doesn't change  
18 the core mission of MIT. And what happens in  
19 terms of the change in leadership, and both  
20 Rafael and Chris have been at MIT for quite a  
21 while, is that they highlight the same kind

1 of notions and themes that we've been  
2 focusing on for many, many years. You can  
3 see in our inaugural address in September by  
4 President Reif, highlighting the kinds of  
5 possibilities of the on-line world and the  
6 impact on the residential campus clearly  
7 affecting our planning thinking, also talking  
8 about diversity and becoming a community.  
9 That conversation by the time he's done with  
10 his presidency, he would like to eliminate  
11 from our campus and as a whole in terms of  
12 collaborating it there. And also going back  
13 to the conversation we've been having now for  
14 a while about MIT and the innovation and  
15 entrepreneurship and the facilities and the  
16 alliances and the programs, what makes the  
17 innovation engine work.

18 Moving on to the framework that we  
19 talked about, this is a framework that  
20 informs our thinking and it's based on three  
21 prongs.

1           These three prongs of campus renewal,  
2           integration of our planning and development  
3           and some important innovation that is  
4           consistent with our president and our entire  
5           community. And for the first time really  
6           explicitly to think about the physical  
7           stewardship of our physical plans.

8           What I would like today is to actually  
9           spend a couple of minutes on the first and  
10          third bullets before we talk about the second  
11          one, understanding that your focus and all of  
12          our interest is mostly on the second. For  
13          tonight I want to show you a little bit about  
14          what has been happening on the first and the  
15          third on campus.

16          So we wanted to share with you two  
17          programs that have been put in place this  
18          past year. It's what we've called the  
19          Accelerate Capital Renewal Program and the  
20          comprehensive stewardship. These two  
21          programs are trying to address two things



1 in charge of physical infrastructure. So I  
2 try to translate our physical challenges into  
3 numbers. Our endowment is \$10 million. The  
4 challenge of our debt in our fiscal  
5 infrastructure is about a quarter of that.  
6 It's a big challenge. It's a big challenge  
7 for our future generations. In fact, we're  
8 about to cross the century of our main group.  
9 And what we have here is accumulation of not  
10 being able to maintain that physical plan as  
11 much as we wanted.

12 This is a chart that I used with our  
13 Executive Committee, our Board of Trustees if  
14 you will, to convince them of a problem if  
15 you will, a disease that we've had on campus  
16 for a while and it continues to be  
17 accumulating.

18 So when I kind of became Executive Vice  
19 President in 2010, '11 time range, we did one  
20 thing, we assessed our campus in terms of the  
21 physical infrastructure, the state of that

1 physical infrastructure and how that enabled  
2 the mission of MIT. This is a normal survey  
3 of the facility space. And what we've done  
4 this year is also understand how to  
5 prioritize these buildings and the context of  
6 the mission. This prioritization had a  
7 two-by-two matrix. The buildings with the  
8 color that you see here, with the red being  
9 the poorest ones, and another one where the  
10 building's -- investment in those buildings  
11 would become the most advantageous to the  
12 mission of MIT today. So we don't have the  
13 capital that I showed you here. So we had a  
14 \$2 billion in 2010. Today we estimate that  
15 to be \$2.4 billion. If we did nothing,  
16 that's the blue line. The path we're on  
17 we're trying to get at is a measurable kind  
18 of changing in the curve of the shape. What  
19 we have improved today is going to the 2015  
20 in a program of \$250 million and a set of  
21 buildings that will improve the physical

1 condition of the campus. What we hope is to  
2 extend that to 2020 and start bending that  
3 curve. We know that that's not enough. This  
4 is a lot. It's a lot to take on. It's a lot  
5 to think about how we do for the campus. And  
6 we'll start project by project. But we also  
7 wanted to do is not incur this kind of how  
8 the buildings and that's the building of the  
9 comprehensive stewardship. We want to back  
10 to 2002 and every building that's been built,  
11 a total of 12 buildings have been put into a  
12 different level of what we've done is  
13 segregate these buildings from our normal  
14 maintenance programs and have dedicated crews  
15 and dedicated capacity and investment into it  
16 to maintain these buildings and facilities at  
17 the state hopefully that are able to maintain  
18 the mission and the function that we were  
19 designed for and evolve with the evolving  
20 mission of MIT. So this is something that  
21 was, it was quite revolutionary. This is not

1 any project. This is not any construction,  
2 but it's a demonstration of the philosophy of  
3 taking care of our stewardship and our plans.  
4 We have magnificent architecture. We have  
5 magnificent mission going on inside the  
6 architecture. What we want is to make sure  
7 that it is maintained.

8 With that preamble I wanted to touch on  
9 the second objective for the planning frame  
10 to give you a sense of how we think about the  
11 campus and the kinds of things that are going  
12 on on campus today. This is the way we think  
13 about our campus. Nothing revolutionary  
14 here. North Main and East. I'm going to go  
15 from west. Typically this is actually  
16 revolutionary on our campus because the  
17 building would be called a number, so we're  
18 actually using things that can be understood.  
19 From Memorial Drive right here the extension  
20 is Main Street, Massachusetts Avenue, and  
21 Vassar Street. That creates interesting

1 conferences right in the middle of  
2 Massachusetts Avenue. Right intersections  
3 that present some interesting planning  
4 challenges and opportunities for us. Let me  
5 start with the west.

6 So the west, it's mainly today a  
7 student and mixed kind of use. Once you  
8 start thinking about the Vassar Street, all  
9 the undergraduate residences, some graduate  
10 residences here, some graduate residences in  
11 Cambridge. Some of our administrative  
12 buildings right in here. And a lot of  
13 buildings in this area, right here, which is  
14 represented at 95 here what we're referring  
15 to as the Albany Street study area. The area  
16 ratio represent is over seven percent of our  
17 space in the northwest. And these are  
18 buildings that today are quite disconnected  
19 in transit and can appear not in time. It  
20 takes just a few minutes to get there, but it  
21 appears a world away from where the main

1 activity is. So we're looking at this study  
2 as an opportunity to create those bridges,  
3 that maybe virtual bridges, they may be  
4 actual reality embedded into it.

5 There are many sites on the north and  
6 main group that I'm going to show you about  
7 that connect around this. Within this  
8 district, we wanted to show you a couple of  
9 things that have been going on. One is the  
10 relocation of our facilities Brown Services  
11 right here from the site of Massachusetts  
12 Avenue, the one we're using at 300. And  
13 right here a very proud project to us is the  
14 technology child care center, the children's  
15 center that will allow MIT to double the  
16 capacity to up to 250 spots for your  
17 community. So this project is going on right  
18 now and it's been creating a lot of buzz  
19 around campus about creating this doubling  
20 capacity for the child care. It would be a  
21 great need for us.

1                   In the north this is one of the  
2                   districts in which the MIT mission connects  
3                   and more with some of the innovation and  
4                   commercial opportunities that we've been  
5                   creating. Many of the dots are quite  
6                   familiar to you. We've chosen to represent  
7                   three images for that. But if you let me  
8                   start from the three on Main Street, which  
9                   are magnified to the bottom right of the  
10                  slide and Main Street site map, you can see  
11                  the triangle here; Main Street, 600 -- we  
12                  have 610 with a picture presented where  
13                  Pfizer will be occupying one of the  
14                  buildings. 700 and 730 and 750. So these  
15                  sites are maintained for academic uses in  
16                  conjunction with some of the commercial uses,  
17                  though, we're using some of these  
18                  juxtaposition that we've been highlighting  
19                  throughout our conversations around Kendall  
20                  also developing in the north part of the  
21                  campus.

1           The other dots as you may recognize is  
2           the future of Novartis research headquarters.  
3           And this is a site that in previous  
4           iterations we're calling the Albany and  
5           Vassar bookend. It's clearly one of the  
6           possibilities to unlocking bridges and  
7           creation of a place with the northwest  
8           sector. We had identified this as a  
9           potential candidate for an energy and  
10          environment building. That building for now  
11          is not being prioritized. We printed that in  
12          the report. We are going to be looking at  
13          that site as a future development opportunity  
14          on the campus.

15                 And the main group, a lot of where the  
16                 departmental activities are occurring and  
17                 have been occurring for decades, we wanted to  
18                 highlight three.

19                 One, I already talked about, the  
20                 Building 10 restoration. One of the most  
21                 critical priorities for MIT today, the nano

1 material structures and systems laboratory  
2 which is the next generation laboratory for  
3 now the structure is a core facility that  
4 we're hoping to locate in the building site  
5 12 right connected to the main group of  
6 buildings as a core, serving as a core  
7 facility serving many of our departments.  
8 This is the number one priority for our  
9 schools of science and engineering. And this  
10 is one great source of research innovation.

11 This is a challenging project from a  
12 siting perspective in terms of we have  
13 technical conditions and requirements that  
14 have to be met.

15 Also Building 2, Building 2 right here  
16 along Memorial Drive, we've started with a  
17 chemistry wing. We hope to move forward with  
18 a math wing as soon as possible. This  
19 becomes -- Building 2 will become an  
20 emblematic renewal restoration of the complex  
21 of the main group. This complex, which is

1 about a million square feet, and the cost of  
2 renewal in the main group in the next decade  
3 is part of that renewal challenge issue.

4 The east, I'm not going to talk about  
5 the bottom left image. You've seen it. You  
6 know about it. We know how we're thinking  
7 and how important it is and how crucial it is  
8 to our future planning and thinking for MIT,  
9 but we also wanted to talk about other things  
10 that are going on and we want to get going on  
11 the east side. So E52, it's the Sloan  
12 Building, it's the first home of the Sloan  
13 School of Management at MIT. Sloan has  
14 benefitted now tremendously in the last  
15 decade from one new building. The E62 and  
16 the restoration and the renewal of E60. E52  
17 is the three remaining that will complete the  
18 Sloan complex. This is the home of the Sloan  
19 and the Department of Economics and Academics  
20 and we want to make sure that we are able to  
21 provide and (inaudible).

1           Shifting gears, let me tell you a  
2           little bit about our transportation and  
3           housing.

4           You can see to the left a project that  
5           we're finally very proud to show you images  
6           and not drawings. This is the railroad  
7           crossing. You've been in the planning and  
8           the development for a long time and now we  
9           have this new pedestrian crossing at the  
10          railroad tracks generating the Kendall access  
11          from the northwest student residences into  
12          the main campus into Vassar Street. Great  
13          access points for our community.

14          You can also see the pictures of the  
15          Hubway program and the kinds of bicycle  
16          improvements. We've done a lot over this  
17          last year. We've done a lot to help users at  
18          MIT to bike and commute via biking which  
19          still the numbers increase. We have a  
20          subsidized program to get the Hubway and  
21          we've launched a partnership in connection

1 with a network of Hubway bicycles. We've  
2 also installed bicycle repair stations  
3 throughout the campus.

4 In terms of housing, we've also talked  
5 about housing in the context of our petition.  
6 As you can see here we're most of the  
7 housing, the differentiation in light yellow  
8 with the undergraduate houses and the orange  
9 where the graduate residences are. We're  
10 highlighting the pictures of the last two,  
11 one for graduate, the other one for  
12 undergraduates, Fariborz Maseeh Hall and  
13 house them all on campus.

14 Regarding sustainability and our focus  
15 on sustainable design practices but also in  
16 conservation and efficiency with our, what I  
17 would describe as our energy program with  
18 NSstar.

19 You can see that from our planning  
20 perspective we're at an important time  
21 juncture of investment. We are opening up

1 this renewal wave that's going to be our  
2 planning priority for MIT. We want to use  
3 those dollars, we want to use those  
4 opportunities to really create a more  
5 efficient footprint for our campus. You can  
6 see that we have a lot of completed projects  
7 in the past two years in blue. We have a lot  
8 of construction planned throughout the  
9 campus. All of those have energy efficiency  
10 standards, some of which have to do with LEED  
11 certification. Some of which have not to do  
12 with, to do with LEED certification. For  
13 some of our facilities, and in particular  
14 things like the nMaSS facility that I talked  
15 about. Our commitment to sustainability is  
16 very strong, but our LEED certification does  
17 not really recognize pushing the boundaries  
18 of innovation to the point of that level. So  
19 we may need to think about different kinds of  
20 energy efficiency measures for those  
21 buildings, those types of high energy

1 intensive and technical buildings.

2 This is just a snapshot of what we've  
3 been able to do in the last year. This is  
4 the proportion of types of projects that have  
5 been undertaken. This is the aggregate, but  
6 what we're very most proud of is the MIT  
7 efficiency forward results that have over 20  
8 million kilowatt hours the final two years of  
9 the program. It's been a terrific success,  
10 and we're very proud that we're going to  
11 continue for the three more years in trying  
12 to go after this. This has meant a lot. We  
13 have a campus task force we call Walk the  
14 Talk that has contributed from a community  
15 perspective to a wider involvement from  
16 everybody at MIT, and we will continue to do  
17 that moving forward.

18 These are four examples of recently  
19 open buildings. The two at the bottom right  
20 E60 and E62 becoming the two Sloan buildings,  
21 both of them with terrific sustainable design

1 practices and from the beginning of the  
2 design and the planning. Building 76 Koch  
3 Institute for Integrated Cancer Research,  
4 same thing. Just as a point of comparison,  
5 this is the Brain and Cognitive Sciences  
6 Building. Building about essentially 2005,  
7 2006. This one just opened in 2011, and this  
8 one on a per square foot basis is doubled  
9 efficiency of this one. That just tells you  
10 that the change in design philosophy as well  
11 as importance of thinking about this  
12 practices from the very beginning. Also  
13 recognizing, however, that the challenges in  
14 some of these buildings to make sure that we  
15 have the equipment and the signs and the  
16 missions that we need, and one should not be  
17 impeding the other.

18 W1, another terrific renewal exercise,  
19 this is for the Masseh Hall for undergrad  
20 residences and terrific site visit if you  
21 haven't seen it.

1           640 Memorial Drive right here at the  
2 corner of our west zone, another one embedded  
3 with our design and sustainable practices.

4           We talked a little by the about the  
5 projects. We have quite a bit going on. And  
6 what you see here we wanted to give you a  
7 sense of what's been somewhere on the table  
8 as of December of 2012. So we have in  
9 planning and design, the kinds of things that  
10 we talked about, and I'll give you in the  
11 next few slides a sense of the completed  
12 projects to the structure and the planning  
13 and design. What I wanted to show you here  
14 in this light is the diversity of our campus  
15 approach to planning and also taking on these  
16 projects. Some of them have to do with the  
17 kind of innovation entrepreneurship but the  
18 juxtaposition of the MIT. Some of it had to  
19 do with the creation of child care for the  
20 MIT community. And some of them have to do  
21 with the restoration and renewal to get our

1 mission to be able to admit more  
2 undergraduates at MIT and benefit the  
3 donation on the world with them. And some of  
4 them have to do with highly technical  
5 buildings in which our philosophy of getting  
6 everybody to work and collaborate right in  
7 the main group is becoming a crucial part of  
8 our planning for this highly technical  
9 building.

10 So, these are the kinds of projects we  
11 have highlighted -- completed in 2012. This  
12 is the ground surface relocation on Vassar  
13 Street I mentioned before. 640 Memorial, and  
14 the floating dock sailing pavilion.

15 In construction as of December, this is  
16 the E17 back field after the Koch Institute  
17 opened up and the cancer research has moved  
18 out E17. This is becoming now a kind of  
19 on-spec building for laboratories and the  
20 creation of other units.

21 130 Brookline and 610 Main Street which

1 was also highlighted before as being a  
2 headquarters of Pfizer.

3 In planning and design as of December,  
4 some of, some of which like the Building 2  
5 chemistry has moved into construction now.  
6 This is the main group highlight of Building  
7 2. And E52 that I mentioned. The nMaSS the  
8 top priority right now for us. And the  
9 technology children center on Vassar Street,  
10 345 Vassar, and the planning aspect of --  
11 program aspects of the music and theatre of  
12 performing arts at MIT. We're evaluating the  
13 best site and opportunity for us.

14 We wanted to close with the most recent  
15 news. We are very proud that last week one  
16 of our buildings, the new Media Lab, which I  
17 think we've all been very proud to be partner  
18 with MIT, was awarded with the very  
19 prestigious Harleston Parker Award from the  
20 Boston Society of Architects. I think a  
21 testimony to our value, the kind of campus

1 and creation of the campus that we have.

2 Thank you very much.

3 HUGH RUSSELL: Thank you.

4 Shall we go on to public comment?

5 We'll take the public comment. The  
6 usual rules apply. I have two people who  
7 signed up and other people can raise their  
8 hand and be recognized. Please speak for  
9 three minutes. When you do speak, please  
10 come to the podium and give your name and  
11 address.

12 First name is Kristy von Hoffmann.

13 KRISTEN VON HOFFMANN: Hello, and  
14 good evening. My name is Kristen von  
15 Hoffmann. I live at 205 Walden Street. I've  
16 lived in Cambridge for almost a decade. And  
17 I'm also running for the City Council this  
18 year. I love our city and I believe that  
19 Town Gown relations are a vital and important  
20 part of Cambridge. Tonight several  
21 institutions mentioned the importance and

1 integration of environmental sustainability  
2 and to our facility's maintenance which is  
3 terrific. My question is, moving forward how  
4 do our university institutions plan to  
5 collaborate with the City of Cambridge in our  
6 climate change preparedness planning? As we  
7 saw the aftermath of Hurricane Sandy this  
8 past October, we are not immune to the  
9 dangers of climate change and new research  
10 even points to the vulnerability of Cambridge  
11 and flooding.

12 How do the universities plan to address  
13 these potential hazards in partnership with  
14 the city moving forward. Thank you so much  
15 and I enjoyed the presentations tonight.

16 Thank you.

17 HUGH RUSSELL: Thank you.

18 James.

19 JAMES WILLIAMSON: Thank you. James  
20 Williamson, 1000 Jackson Place.

21 First of all, on Cambridge College,

1           yes, they do use public transportation. I  
2           take the No. 1 bus and in the early evening  
3           there's a huge crowd out in front waiting to  
4           get on the No. 1 bus. I would be very  
5           interested to know what the feeling is at  
6           Cambridge College for the installation of the  
7           billboard advertising opportunity disguised  
8           as a bus shelter that takes up a huge portion  
9           of that very truncated sidewalk right in  
10          front of 1000 Mass. Ave., and if there's been  
11          any feeling that that might not have been the  
12          greatest example of respecting the public  
13          sidewalk in the installation of these  
14          so-called shelters.

15                 On MIT, MIT are housing just 39 percent  
16          of their graduate students according to their  
17          own figures. There is some thought that at  
18          some point they made a commitment to house 50  
19          percent, I don't remember whether that's  
20          ever, was ever actually a commitment, but  
21          certainly would have made sense as an

1 intermediate goal. I would like to ask why  
2 shouldn't the goal be to house 100 percent of  
3 their graduate students? There was talk  
4 tonight about stewardship of buildings. I  
5 would like to suggest that we ought to be  
6 able to expect and work together with MIT to  
7 have stewardship of their students, graduate  
8 students and their relationship with a  
9 beleaguered community that can't afford to  
10 pay -- you know, I mean, just you know all  
11 about what's happened to the rents in  
12 Cambridge, and I live in public housing.

13 So if MIT were to make such a  
14 commitment, what would that look like and how  
15 long might it take MIT to fulfill a  
16 commitment? Would it -- five years, ten  
17 years. I think we ought to see some -- let's  
18 see what that might look like. And I think  
19 it would be interesting to hear from MIT what  
20 they think they could do. 300 Mass. Ave.,  
21 the so-called All Asia block would be a

1 perfect place to begin. That's a building  
2 that is currently zoned in a way that would  
3 allow residential. You already had your  
4 hearing about that, but that's not over yet.  
5 I'd like to see that building be residential.

6 Finally, turning to Harvard. The main  
7 point I want to make about Harvard is, and  
8 again here Harvard talked about collaboration  
9 and partnership. Harvard had a plan to cover  
10 Harvard Yard with 19, four-by-five feet  
11 exhibition panels as the capstone to their  
12 Cambridge Street overpass project. They  
13 haven't told people in the Harvard community.  
14 I talked to the newly elected president,  
15 Phillips Brooks House just a few weeks ago  
16 she hadn't -- didn't know anything about it.  
17 I could go on. They have a plan to put these  
18 -- install these panels on the entire north  
19 facade of the fence of Harvard Yard facing  
20 this new, newly constructed overpass. They  
21 have tried to do this last year during J term

1 when all the students were away. They  
2 brought it back to the Historical Commission  
3 this year during J term again when all the  
4 students were away. The hearing about this  
5 matter is this coming Thursday, February 7th,  
6 but why isn't it mentioned here? On page 14  
7 they talk about the overpass. They even  
8 showed an image of the fence. This has been  
9 in the works for over a year. How come  
10 they're not presenting this as part of their  
11 Town Gown review to the Planning Board that  
12 they plan to cover that whole facade with  
13 exhibition panels? And where is the  
14 collaboration with the community as to  
15 whether this is a good idea? This is a  
16 public space. This isn't Harvard's private  
17 property. So I mean I think this is really  
18 important. I hope you'll ask about this and  
19 I hope people will come to the Cambridge  
20 Historical Commission public hearing this  
21 Thursday in this very space at six o'clock.

1           More trivial items, Pound I just  
2 noticed today, the bicycle shelters that  
3 exist still spreading across where the open  
4 space has been created now with the  
5 demolition of part of Pound, would have been  
6 interesting and useful to hear what's the  
7 plan for those bicycle shelters that extend  
8 right across that now opened up space. And  
9 also there's a hotel now planned for across  
10 the river we hear, but they're going to get  
11 rid of the hotel, the Inn at Harvard. Why  
12 not keep the Inn at Harvard a hotel? I think  
13 it's a great use in that location, and put  
14 the swing facility that they're talking about  
15 across the river? I like the inn. I mean, I  
16 got used to the idea of Inn at Harvard, and I  
17 think it's a good use right there and it's  
18 compatible with the urban character of  
19 Harvard Square and it's a nice meeting place  
20 for the university and the community.

21           Finally on transportation. Why is not

1 the LMA, the Longwood Medical Area M2 shuttle  
2 why is that not open to -- we're now going  
3 into a period where you're going to have huge  
4 pressures on our public transportation system  
5 from all the development in Kendall and  
6 elsewhere. Why isn't the M2 shuttle  
7 available for the public to ride down Mass.  
8 Ave.? You sit there and you think the No. 1  
9 bus, for those of us who take it, you think  
10 it's coming blocks away and then it turns out  
11 it's an LMA shuttle and you don't get to  
12 board it. And this would be a great positive  
13 thing, a contribution that Harvard could  
14 easily make to the community and to the  
15 growing transportation crisis to make this  
16 available to the public. And I would also  
17 like to ask Harvard to move to a better  
18 version of compressed natural gas technology  
19 for those busses because they have the most  
20 annoying, loud whistle when they go by and  
21 when we want people to be sitting out on

1 public seating, sidewalk seating in Central  
2 Square in the warmer months, and those busses  
3 go by and you cannot even hear the person  
4 you're talking with in a conversation. So I  
5 would ask that that transportation issue be  
6 carefully looked at.

7 Thank you.

8 HUGH RUSSELL: Thank you.

9 Counselor Reeves, did you want to  
10 speak?

11 COUNCILLOR KENNETH REEVES: Good  
12 evening, everybody. I actually came as the  
13 Chair of the University Relations  
14 Subcommittee because a lot is going on with  
15 respect to the academic institutions and I  
16 don't know how else you will know unless  
17 someone comes and says something about this.  
18 So I may exceed a bit of three minutes with  
19 your indulgence. But I want you to know that  
20 the University Relations Subcommittee has  
21 taken in this term seriously the charge of

1 looking at the universities, the physical  
2 campuses as such. We find that -- I was  
3 reading an article in Harvard Magazine that  
4 said the space between the year 2000 and 2010  
5 that Harvard's overall enrollment of students  
6 had increased as much as a third, and I'm  
7 sure the government didn't know that. We  
8 just sort of assumed that Harvard is the  
9 Harvard that was, which is obviously it's not  
10 in that it's changing dramatically. And so  
11 the committee asked Harvard for a tour and  
12 we, the entire Council, and administration  
13 went on a tour of Harvard commencing at the  
14 Holyoke Center and then moving around Harvard  
15 Square and then certainly covering the major  
16 new building at the law school. But  
17 unfortunately, and we're -- there we met with  
18 the President Faust and had a very  
19 interesting not dialogue but an opportunity  
20 to hear from the president is what we had.

21 And we did not however cover the

1 Radcliffe Quad area which is as you know is  
2 not clear how that is today, and we certainly  
3 didn't go to Allston. And it's interesting  
4 that in talking about Harvard's campus  
5 there's not the inclusion of the medical  
6 school, the school of public health, the  
7 dental school. I mean, it's all part of the  
8 same. But the Cambridge piece is just  
9 important to know that Harvard is a dynamic  
10 institution, and as enrollment changes, we  
11 need to be on top of the details of such an  
12 important citizen in our midst because we  
13 love them, we just want to know more about  
14 how they're growing and not. A very classic  
15 example, no one knows better the Inn at  
16 Harvard than me. I'm there very frequently  
17 for meetings and it's my neighborhood and my  
18 college classmates like to come and say can  
19 we stay with you? I can always send them  
20 there and I can go visit them. And it is an  
21 extraordinary loss to hear in 2012 at the

1 end, that whoops, you know, we never said  
2 this was going to be a hotel and now it's  
3 going to swing use. Which that may be the  
4 truth, but the government didn't know that.  
5 At least the government of today didn't know  
6 that. And it is -- it's kind of irreparable  
7 loss that maybe if we had a little more  
8 planning time, thinking time, we could have  
9 digested it better. I just don't know what  
10 we'll do without that hotel and we don't have  
11 anything comparable and this is a concern.

12 Now another major Harvard concern is  
13 the building at 2 Mount Auburn Street.  
14 Harvard has indicated to the elderly  
15 residents that they want to get out of the  
16 business of real estate ownership,  
17 residential. Now it seems that's not true  
18 with respect to students and affiliates, but  
19 this is a very, very, very delicate  
20 situation. We have a number of people who  
21 move into the building in their sixties who

1 are now in their nineties who probably need  
2 -- not probably, do need various types of  
3 support. Just been told now we're going to  
4 sell you, we're going to sell to a benevolent  
5 owner. And we don't know who that is, we  
6 don't know what's going to happen to you, and  
7 this is all being managed through community  
8 relations. So the decision makers of Harvard  
9 have somehow detached themselves from this  
10 very important decision which in fact was  
11 that building got built with the agreement of  
12 the Riverside neighborhood and many, many,  
13 many connections. So I hope to be speaking  
14 with the decision makers at Harvard as we go  
15 forward to make it clear that this cannot be  
16 here or anywhere else. There has to be a lot  
17 more discussion about the fates of those who  
18 live there. And so this sort of planning, I  
19 mean, I find it a little deficient that that  
20 wasn't mentioned in this context because I  
21 think that's an important new change in

1 development both on the campus and with  
2 respect to the neighborhood to say nothing of  
3 the citizens of Cambridge. So I think that  
4 has to be said and boldly said because there  
5 seems to be this notion that all we have to  
6 do is send you a letter and you'll do what we  
7 hope you'll do and there won't be much  
8 notice. Well, I think that boat is not the  
9 one that sailed, and now it seems we have to  
10 make it very clear that those are far more  
11 sensitive to those residents has to occur  
12 there.

13           It is interesting in these campuses go.  
14 The Harvard philosophy of a campus is one  
15 that's very interesting in that it thinks  
16 that it's a pure academic institution in  
17 general. So it wouldn't be having a biology  
18 building and then a biotech building across  
19 the street. And it's important for us to  
20 understand that. That is the historic campus  
21 that's sort of set forth in a certain way.

1 But it's also an important to Cambridge to  
2 understand that Allston/Brighton has a 21st  
3 century response to how that idea may not  
4 work in the future, and that if you're going  
5 to be entrepreneurial school, etcetera and so  
6 on and so forth, you may have to have close  
7 by a bioscience that becomes profitable, too.  
8 And when we were at Harvard, we did visit the  
9 new lab, etcetera and so on. It's very  
10 interesting that the Harvard approach to  
11 bioscience is, is not really comparable to  
12 the MIT one. You could research this.  
13 Yourself, but there's two different ideas,  
14 but Harvard bioscience now is bringing in  
15 people from for-profit to be in labs near the  
16 pure scientists to make it not a bad thing to  
17 talk about actual in market use.

18 I would briefly say about Cambridge  
19 College, I'm very glad I was here. I did not  
20 know those two buildings other than 1000  
21 Mass. Avenue were leased, which is a good

1           thing which means we still get the taxes  
2           which is good. Cambridge College is a very  
3           good community member. I think you and I  
4           need to understand much more about Cambridge  
5           College's model. They have a lot of on-line  
6           students, etcetera, and that's a very  
7           competitive world. They're a business model.  
8           How will they proceed? How will they  
9           succeed? Look forward to their strategic  
10          plan as it comes, but very well interested in  
11          the health and welfare of Cambridge College  
12          but also to know whether its model is one  
13          that is going to continue it as we have known  
14          it. I think that's important to know.

15                 With respect to Lesley I'm very happy  
16                 that the Art Institute of Boston is going to  
17                 have a new name as it comes to Cambridge. I  
18                 was told that there was funding that  
19                 suggested that that name had to come with it.  
20                 So it's an interesting thing. It's good to  
21                 have Cambridge things with Cambridge names.

1           It helps our brand.

2                   Now I saved my last comments for MIT  
3           which I think is a -- we're very lucky to  
4           have MIT in our midst because it is a center  
5           of innovation, and we also had a visit with  
6           the new President Rafael Reif and his command  
7           staff, the council, and the administration.  
8           And it was a very, very, very, very, very  
9           good visit. Because it was informal and we  
10          all had big name tags so that we could see  
11          who was what. We got to sit with various  
12          people and hear from them what they're really  
13          thinking and planning. And I don't think  
14          that has really ever happened. So I look  
15          forward to the new president in that mode.  
16          It was -- at Harvard we never really talked  
17          to anybody. We sort of had, we heard from  
18          them, but we didn't engage in the way that we  
19          must so that when -- down the line if there  
20          are problems, we have existing relationships.  
21          I think we're ahead with MIT in this respect.

1           Now, what we learned at MIT is that  
2           MIT, they have a kind of, they have a  
3           business building and academic building could  
4           almost be joined together. They just don't  
5           care. So now that we understand that way of  
6           campus development, it's better for us to  
7           help -- you have to understand I think the  
8           city's role is to help shape. I don't think  
9           you can assume that there is a central  
10          planning office at Harvard, nor one at MIT  
11          where one somebody knows everything that's  
12          going on. I always sort of experience is  
13          that is not the case. That may have been the  
14          case at one time at MIT. I'm not sure --  
15          well, I'm sure it's not the case now. So who  
16          is doing academic is different than who is  
17          doing residential, is different than who is  
18          doing the portfolio. And the God above this  
19          doesn't exist. So there are many people  
20          planning but the comprehensiveness and the  
21          interrelate of this do not assume. Pray for

1 and help to shape, I think -- and I think  
2 this is a very positive role for the City to  
3 be a partner since it -- we want campuses to  
4 evolve in our midst that actually are a part  
5 of here. And that's why there has to be this  
6 concern in Kendall, are we developing a place  
7 that no one from Cambridge will ever go to.  
8 And our poster child for that is University  
9 Park where I don't need to say any more  
10 things about. But that is not -- more of  
11 that would not be useful in the 21st century.  
12 So I would say just with MIT, I think any  
13 other city in the world -- if someone came  
14 and said I'm MIT and I want to build six or  
15 seven new buildings, it wouldn't be cause for  
16 riots, it would be cause for discussion,  
17 thoughtful about the character of the place,  
18 about the use of the place. I think MIT is  
19 in an interesting discussion with itself  
20 about which mission is primary in Kendall  
21 Square, be it biotech and office or is it

1 academic and student focussed or is that just  
2 going to be the new cash register? I think  
3 that they have to finish that discussion.  
4 But the city ought to be able to say we need  
5 Kendall Square to be a place that is  
6 available to people, who come and visit. And  
7 I think MIT would do well to answer the  
8 question, that when you come out of the  
9 Kendall subway stop, where is MIT? And that  
10 question has still not been fully answered.

11 I'm sorry to come and take so much time  
12 but I don't know how else you would know.  
13 Our university relations subcommittee is  
14 planning to visit both Lesley College and  
15 Cambridge College. And we plan an additional  
16 visit to MIT. The meeting with the president  
17 was mostly that. I do want you to take note,  
18 though, how MIT sent decision makers here. I  
19 think it's very important for this discussion  
20 to go on with decision makers. I think they  
21 get an opportunity to get the flavor of here

1 and vice versa. I find that both Harvard and  
2 MIT if you're not talking to decision makers,  
3 then how can you be sure that what is  
4 represented is in fact can be backed up by  
5 who said so? So I appreciate the fact that  
6 Israel Ruiz is here on behalf of MIT because  
7 if it doesn't work right, we can go to him.  
8 It's a bottom line situation. If you don't  
9 send me the bottom line people. And this is  
10 unfortunately happening in the City's  
11 relationship, the Council's relationship. I  
12 mean we don't necessarily know the vice  
13 president's of community affairs and place.  
14 We know who they say they are, but we don't  
15 know them by relationship or by what they do,  
16 and that is not good because when we come to  
17 junctions in the road where we have different  
18 thoughts, we -- is not the time to meet.  
19 This is your problem this is my problem.  
20 It's a problem that needs addressing. And  
21 what I'm hoping that 2013 will have more

1 relationships at the top. It's not just  
2 because it's more fun to talk to the decision  
3 makers. In fact, they have to guarantee the  
4 bottom line. And if that's not gonna be so,  
5 the Council is not just gonna be played for  
6 fools. We were elected to represent the  
7 people of the City of Cambridge and we do  
8 want to know what's going on in our midst by  
9 those who are planning it.

10 So I would end there and say thank you  
11 for your good work and please help these  
12 campuses shape a place that the city will  
13 engage, too.

14 HUGH RUSSELL: Thank you, Councillor  
15 Reeves.

16 Mike, did you want to speak?

17 MICHAEL TURK: Sure. Michael Turk.  
18 I live at 11 Ware Street. I also want to  
19 address Harvard's report and the presentation  
20 that followed from it. It appears to me that  
21 there is a serious, I think even glaring

1 omission, in the discussion of the renewal of  
2 the Harvard houses. You have a depiction of  
3 the changes that will be made to the Harvard  
4 houses. You have apparently belatedly an  
5 introduction to the plans to convert the Inn  
6 at Harvard into what's called the Swing  
7 House. The report even refers to displaced  
8 undergraduates. What is not mentioned is  
9 that at the onset of the renewal project in  
10 this first test phase, three residential  
11 buildings in Harvard Square were closed for  
12 purposes of housing displaced undergraduates;  
13 8 Plympton Street, 1306 Mass. Ave., 65 Mount  
14 Auburn Street. They constitute altogether  
15 more than 130 apartments, most of those were  
16 I believe occupied by graduate students, but  
17 there were some long-term residents as well.

18 This November, past November, tenants  
19 at two additional buildings, 20, 20-A  
20 Prescott Street and 22-24 Prescott Street  
21 were notified that their buildings were being

1 closed. Actually the language says their  
2 buildings are going offline and they need to  
3 be vacated as of January 31st, 2014, and the  
4 tenants should now prepare to find housing  
5 elsewhere. If they qualify for assistance  
6 from Harvard, Harvard may help them along on  
7 that. Those are five buildings constituting  
8 more than 200 apartments. There are any  
9 number of questions that arise out of this.  
10 One view would be to think in terms of what I  
11 would call musical chairs. We have a city  
12 with a tight rental housing market. What  
13 happens when those apartments disappear?  
14 What does that mean for the entire housing  
15 market? Obviously there may be some special  
16 concern for good reason for the long-term  
17 tenants who live in those buildings. There  
18 was an agreement struck between Harvard and  
19 the City of the Cambridge back in 1996  
20 certainly covering Prescott Street, Ware  
21 Street area that gave tenants, long-term

1 tenants the right to remain in their houses.  
2 That, too, I think is an important issue to  
3 consider.

4 Obviously from the perspective of a  
5 discussion of Town Gown relations, and I  
6 think does fold into some of the points that  
7 were made before, why is it that this piece  
8 which strikes me as one of the more salient  
9 questions that would arise in Town Gown  
10 relations, not in the report? Why isn't  
11 subject to discussion? And I think moreover  
12 why isn't there a conversation between  
13 Harvard and the City as well as one would  
14 hope, I know this is a difficult thing to get  
15 Harvard to do, Harvard and its tenants as  
16 well, about what is the best way to proceed.  
17 What alternatives might exist? Hearing  
18 tonight, for example, suggestions that  
19 Harvard might not be the best place to close  
20 and use a swing space, I can dovetails with  
21 some of our own discussions that is of

1 tenants as to whether in fact there is  
2 another way in which these displaced  
3 undergraduates could be housed while this  
4 work goes forward. But in any event, it  
5 seems clear to me that the preferred route  
6 would be and would have been to go forward  
7 with discussions beforehand, figure out what  
8 was the best possible route, looking at what  
9 are Harvard's interests and the City's  
10 interests, the tenant's interests that did  
11 not happen here. I think that's a great  
12 failing. I would hope for one that this  
13 commission would be able to take that up in  
14 the matters that come before you. Obviously  
15 you have at least one important piece which  
16 is the review of the conversion of 1201 Mass.  
17 Ave.

18 Since I'm getting the signal that I've  
19 gone over, I appreciate the opportunity to  
20 speak and I thank you for your time.

21 HUGH RUSSELL: Thank you. P.

1 Does anyone else wish to speak?

2 (No Response.)

3 HUGH RUSSELL: I don't see anybody  
4 else. So does the Board wish to make  
5 comments at this time or ask questions?

6 STEVEN WINTER: Mr. Chairman, may I  
7 ask you a question?

8 Thank you, Liza.

9 I know that we provide our written  
10 comments as well to Liza who puts them in the  
11 context and distributes them, but I just  
12 wanted to point out that I often reserve many  
13 of my comments for that.

14 HUGH RUSSELL: Ah med.

15 AHMED NUR: Hi.

16 Mr. Chairman, I just wanted to perhaps  
17 maybe see what you think of if we ask  
18 questions that maybe we should go back to the  
19 order in which the institutions presented.  
20 So maybe we have a presenter from Lesley to  
21 come up and then we can ask questions and so

1 on and so forth.

2 HUGH RUSSELL: Bill said do we have  
3 questions? I mean, there is a lot to think  
4 about, but I think the reports themselves  
5 have really put a lot information out there.  
6 I mean, myself appreciated Councillor Reeves  
7 kind of giving us a broader perspective on  
8 these questions. This is an unusual feature,  
9 Planning Board life, is to be going on I  
10 guess for maybe 20 years now.

11 The Council asked us to receive these  
12 reports. The Community Development  
13 Department does the administrative side of  
14 that. Most of these institutions put out the  
15 reports. It's -- but the report's to the  
16 entire city. And to -- and so rather than  
17 sort of with the forum, where we're not  
18 necessarily the most concerned or have the  
19 authority to address many of the issues that  
20 are brought up, I guess my own personal  
21 comment is that I would feel that the

1           implications on the Harvard house plan, how  
2           that impacts five other residential buildings  
3           which may or may not have affiliates in them.  
4           A mere 42 years ago I was a tenant in one of  
5           those buildings. In fact, I was -- while I  
6           was a tenant, Harvard bought the building and  
7           I got the impression that my tenancy would  
8           have been short lived if I hadn't bought  
9           housing at the same time. So I don't know  
10          what -- who's in them, but it is part of the  
11          overall picture. I think also the comments  
12          about the 2 Mount Auburn Street where, you  
13          know, to the housing building that the  
14          university built is managed and makes a  
15          transition and that is significant and  
16          probably should have been covered in the  
17          report.

18                   H. THEODORE COHEN: Do the  
19                   universities wish to comment about any of the  
20                   issues that have been raised?

21                   HUGH RUSSELL: Sure, that's a good

1 idea.

2 WILLIAM TIBBS: Yes, I was just  
3 going to make that comment. That there were  
4 some questions or comments that were raised  
5 by the people in public testimony, and if the  
6 universities could make any comment on it.

7 I just made some notes on a couple of  
8 things. You know, the climate change  
9 collaboration was the first issue. The --  
10 James Williamson mentioned the, I think it  
11 was actually more of a comment, it's not  
12 really thinking we can do anything about  
13 that. But I think the -- MIT's long range  
14 goals for graduate housing, and that could be  
15 very long range goals, is something that I  
16 think we will probably be talking about and  
17 asking particularly as we look at their  
18 Kendall Square options in terms of just  
19 understanding if they had some long range  
20 goals there.

21 The Harvard Inn design that James

1 brought up, Harvard can comment on that if  
2 they're interested. The, they can also  
3 comment on whether or not they want to make  
4 their shuttle buses public, which I can  
5 almost imagine what they might say to that  
6 but we can go on from there.

7           So I think some of the -- I just wanted  
8 to say for the people who asked questions, a  
9 lot of the questions that are pertinent, we  
10 do pass along as part of our questions. And  
11 so that even though someone may not be able  
12 to address them specifically tonight, we do  
13 at least give the opportunity to address  
14 those ones that make sense. And as Hugh  
15 said, this isn't the forum to get a lot of  
16 this stuff settled out. It's really more of  
17 the forum to talk about it, bring the issues  
18 up, and usually there are other forums like  
19 Ken's committee, our review of certain  
20 projects, for instance, the fence design on  
21 the overpass, there are other forms where

1           some of that might pop up again and be talked  
2           about that. So this isn't necessarily the  
3           place to sort some of that out. If the  
4           university folks wanted to comment on any of  
5           that, they can.

6                   H. THEODORE COHEN: One additional  
7           issue that I would like to raise that I find  
8           it interesting that --

9                   JOHN HAWKINSON: You're not audible.

10                   H. THEODORE COHEN: One other issue  
11           that I'd like to have addressed that was  
12           fairly noticeably absent in the reports this  
13           year is the use of university buildings or  
14           university-owned property for retail. It was  
15           certainly something that we talked a lot  
16           about with regard to Harvard Square in past  
17           meetings and certainly we were talking about  
18           it in connection with Kendall Square, but I  
19           would like, the only college that talked  
20           about it today was Cambridge College, talking  
21           about their use of retail space. And, you

1 know, either Harvard or MIT, I don't know if  
2 Lesley has any retail space.

3 HUGH RUSSELL: They did talk about.  
4 University Hall.

5 H. THEODORE COHEN: University Hall  
6 does have retail.

7 HUGH RUSSELL: Yes.

8 H. THEODORE COHEN: But if Harvard  
9 or MIT wanted to talk about their plans for  
10 retail or their attitude towards retail, I  
11 would be happy to hear that.

12 HUGH RUSSELL: Yes, Ahmed.

13 AHMED NUR: I want to make a quick  
14 comment. First off I wanted to say the  
15 presentations from all the institutions were  
16 good. Thank you for all the time and effort  
17 that you have. I'm very glad to be a part of  
18 this Cambridge community. In addition to  
19 that I have a quick question, well, rather I  
20 could put it in writing as well, but  
21 Cambridge College 2011/2012 it looked like

1           there was a significant reduction on both  
2           staff and students and I wanted to know if --  
3           and there's no projection for next year.  
4           What it is, I just wanted to know exactly  
5           what happened. And the other institutions  
6           increased. And part of that was brought by  
7           Councillor Reeves saying he didn't know the  
8           Cambridge College.

9                        In addition to that I wanted to  
10           congratulate Harvard University for actually  
11           having a sustainability department. I really  
12           do think that it is -- I could see -- I can  
13           see the difference before the department and  
14           now, and I do think that they're taking this  
15           matter very seriously. A lot of times we  
16           talk about global warming, and for those of  
17           us who own houses in Cambridge, we always  
18           worry about if we're going to go under water  
19           and our properties would be flooded, and so  
20           on and so forth. We are such a billing  
21           institution such as MIT and Harvard, and we

1 don't take our green gas footprint reduction  
2 and sustainability and environment overall, I  
3 can see why we're -- but also and to  
4 congratulate MIT for the recognition of their  
5 new building and I do hope that we hear more  
6 of sustainability.

7 HUGH RUSSELL: Steve, do you want to  
8 respond?

9 STEVE MARSH: There is some  
10 discussion about retail so I think we can  
11 comment. And I know we've been here several  
12 times during the past year talking about  
13 retail certainly in Kendall Square. As far  
14 as -- you know, further back I think we  
15 talked a little bit about things of Main  
16 Street, coming up towards Central Square. So  
17 I think we've been encouraged by a lot of  
18 folks in our conversations, the Planning  
19 Board, certainly Councillor Reeves has been,  
20 you know, in constant conversation with us.  
21 I saw Councillor Simmons here earlier, to try

1 to find ways to embrace the neighborhood and  
2 try to make a more active experience  
3 certainly around some of our main  
4 thoroughfares, Main Street and Mass. Ave.,  
5 and I think we're continuing to look at that.  
6 We have opportunities we see happening in the  
7 future and some of the older buildings and  
8 try to work it out. I think some of the  
9 bigger projects as again we love to be  
10 talking about more of the details in Kendall  
11 and making that happen, I think things, you  
12 know, enabling activity and requiring folks  
13 like Novartis to put the street front retail  
14 in there was part of the discussion early on.  
15 And our hope is that we will eventually see  
16 progression of retail up Mass. Ave. The  
17 Lafayette and from Lafayette down through  
18 Main and Kendall. And I can't say that we'll  
19 populate all of that immediately, just given  
20 that I think some of the retail goals will be  
21 organic and we're trying to create centers

1 and feed off of that. I'm optimistic about  
2 it and I hope we'll have that on our agenda  
3 throughout all of our development  
4 opportunities and discussion groups.

5 HUGH RUSSELL: Okay, thank you.

6 ALEXANDRA OFFIONG: So I'll just  
7 skew a few of the points raised. First of  
8 all starting with retail. The Harvard  
9 manages a number of retail space primarily at  
10 Harvard Square, and at this time all of our  
11 spaces are actually leased up. There was one  
12 space at 90 Mount Auburn that for sometime we  
13 were having trouble finding a tenant and that  
14 is actually going to be leased up next month.

15 There was a question about bike  
16 shelters at Pound Hall, and in fact I don't  
17 know of any changes. I know they're very  
18 well utilized. There may even be ideas  
19 needing new bike shelters because they are  
20 very popular and they're not going away.

21 In terms of the swing house, I know

1           there were some questions about the location.  
2           Harvard did undertake extensive studies to  
3           try to find a place where house community is  
4           about 400 students give or take with house  
5           masters and other associated people, and we  
6           undertook extensive studies to try to find  
7           where that could go that could be close to  
8           the campus core and also to be integrated  
9           with all of the undergraduate life. So this,  
10          this plan with the 1201 Mass. Ave. is the hub  
11          and utilizing some existing housing that  
12          really aren't going to be changing. They're  
13          very little changes going on in those -- we  
14          know the tenants are, there are graduate  
15          students there as well as other tenants. But  
16          that was determined to be the most effective  
17          plan for the university and didn't require  
18          the kind of new construction as would have  
19          required in Allston or other locations that  
20          would have seriously delayed the beginning of  
21          this very necessary renewal program.

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Tom.

THOMAS LUCEY: For the record, Tom Lucey with Harvard University. First thing I do want to correct Councillor Reeves, it is very fun to talk to me, too. I've been told by that from a lot of people at Harvard University. Just to finish up on the swing. You really have to understand the undergraduate housing experience is really the core of what Harvard is all about; our teaching, our learning, our research. And obviously it is a major priority for the university. There were some comments about some of the long-term tenants in the 1996 agreement. We're very proud of that agreement with the city. It's the former rent controlled units in our system. There's one of many, many things that we partner with the city to increase and stabilize and maintain affordable housing here in the city. Any one, any unit covered by that we have

1 honored that agreement. If someone is  
2 relocated even to this and this happened in  
3 the past where we've had to do major  
4 renovations on a property, we've had to empty  
5 the property to do a proper renovation of it.  
6 We always find a comparable unit. They pay  
7 the same rent and we pay the moving expense.  
8 That will happen here. We plan to honor that  
9 here. So while there will be some  
10 inconvenience, obviously we try to keep them  
11 in the same neighborhoods with apartments  
12 that they choose, and try to move -- to  
13 really minimize the disruption for anybody in  
14 that. But the vast majority of the people  
15 and even using for the swing house are  
16 graduate students and obviously are at the  
17 university for a finite amount of time.

18 There were some questions about what we  
19 think is a great public art project that we'd  
20 like to do along the Harvard fence along the  
21 new overpass. Harvard has worked very hard

1 over the last few years. It's been a  
2 priority of the President Faust to bring our  
3 art out into the public. To bring Harvard  
4 out visible to all. This is an area prior to  
5 the renovations and the surface enhancements  
6 that we're working with the City on. It's  
7 been a little bit bleak. You know, it's been  
8 asphalt paving, some grass that hasn't grown.  
9 We see this as an opportunity to bring some  
10 life, bring some color, bring some art out  
11 into an area where people are coming and  
12 going, it's a major thoroughfare for both  
13 residents and Harvard people. Just to bring  
14 a little life to that area. We think it's a  
15 great project. It really hasn't been hidden.  
16 There was a reference that would -- I don't  
17 know how someone that's not a student, a  
18 faculty or staff would know about the mulch  
19 base of those groups at the university. What  
20 we've been doing out on the plaza with the  
21 city has been widely known throughout the

1 university. The art that we hope to plan  
2 there and that's part of the application  
3 before the Cambridge Historical Commission.  
4 The arts office has been involved with that.  
5 Our student groups have been involved with  
6 that. They're all excited about possibly  
7 having another venue put art out in the  
8 university. And whether it's here or other  
9 parts of the university, we're going to  
10 continue to explore ways to bring some life  
11 in the outdoor edges whether it's on the  
12 campus, and so forth. So that's something  
13 that actually we're happy about. We hope  
14 that the Historical Commission give us  
15 approval on Thursday night, but so be it, you  
16 know. I think I question there really is  
17 more about the panels and how they fit on a  
18 historic structure like the Harvard Yard  
19 fence. We understand that it's a subjective  
20 thing and some people might have a different  
21 opinion on that.

1           Some other things. 2 Mount Auburn.  
2           Don't want anyone to leave here tonight with  
3           the impression that we haven't worked very  
4           hard to inform tenants and to minimize any  
5           fears or concerns that they might have. As  
6           folks may know, this is the senior affordable  
7           housing building right, they're at the corner  
8           of Putnam and Mount Auburn. Harvard built  
9           it, has owned it, has managed it, has  
10          provided those units for the last 40 years.  
11          We're proud of that. And, again, it's just  
12          one of the many things that we think we've  
13          contributed to the affordable housing stock  
14          here in the city.

15                As we look forward, we don't envision  
16          that building to be anything over than senior  
17          affordable housing. And when Section 8  
18          contracts came up and it was time to renew,  
19          we started asking ourselves should this be in  
20          the hands of someone that does this for a  
21          living? Our core competency of what we

1 talked about, our house renewal is about our  
2 teaching, our research, our learning. We  
3 already have a third party manage it. We  
4 have no plan for it, we don't want to see it  
5 used for anything but senior affordable  
6 housing. So we thought about going to  
7 preservation transaction that would preserve  
8 the affordability there for the long term,  
9 put it in the hands of a provider, hopefully  
10 a local provider that specializes in senior  
11 affordable housing that has more competency  
12 than us. What we've tried to communicate to  
13 the tenants is if this sale takes place,  
14 nothing will change for them in terms of  
15 their eligibility to live there, in terms of  
16 how their rent is calculated. It will be --  
17 the Section 8 contract will be renewed. We  
18 will condition any sale there on renewing the  
19 Section 8 contract for the maximum amount of  
20 time.

21 In addition to that we've been working

1 very closely with the city and the state to  
2 ensure that there's continuing affordability  
3 there. There is no risk that that will not  
4 be affordable. Most preservation  
5 transactions like the one we want to do  
6 ensure affordability for 30 years. That's  
7 generally how it's done. That's what we're  
8 looking for. We did not offer it to sale  
9 just to anybody. We identified two or three  
10 parties that specializes in this. We have  
11 written several letters to the tenants. I've  
12 been in the building twice myself to have  
13 tenant meetings there. The City Council had  
14 public hearing with many tenants there.  
15 There's been a real effort to communicate to  
16 tenants to take away so that they have all  
17 the information available and that they know  
18 there really won't be any impact on them.  
19 Brian Murphy's staff have been a part of  
20 that. We've been working very closely with  
21 them. So we think we've done all the right

1 things there and I think most of the tenants  
2 know -- again, it is a population that  
3 Councillor Reeves said we have to keep  
4 telling and telling. We will continue to do  
5 that.

6 So I think, you know, the M2 shuttle.  
7 Those things have come up before. It's  
8 really hard with liability. We're not the  
9 only organization involved in that. When  
10 you're letting the public on to that, it  
11 becomes very difficult and that's why there's  
12 public transportation. We continue to  
13 explore ways to do that. We always look at  
14 ways with our own Harvard shuttle system,  
15 too, to try to open it up as much as  
16 possible, but that is a very sticky,  
17 difficult issue, and I don't know if there's  
18 any solution to that one.

19 HUGH RUSSELL: Okay, thank you, Tom.

20 PHILIP PAGE: The questions raised  
21 for Cambridge College, I wanted to make sure

1 I addressed them.

2 The first one with regards to the  
3 billboard at the bus station. That  
4 unfortunately, I don't have data for that. I  
5 will check into that. It predates my being  
6 on campus. But we do recognize that  
7 visibility of the college and, again, that  
8 whole corner of the building is an important  
9 one that we need to make sure that we pay  
10 attention to and find ways to make it more  
11 appealing to the general public that is  
12 waiting or using that space.

13 The comment about student using public  
14 -- students using public transportation. I  
15 think what I may have gave the impression  
16 that most people are driving, and that is  
17 true. The majority of students coming to the  
18 campus do drive. But we also have T pass  
19 program for students to use public  
20 transportation. We have a fair number of our  
21 faculty and staff that come to the campus via

1 public transportation. I'm one of them. So  
2 I'm very familiar with the No. 1 bus and the  
3 route it requires to get back and forth to  
4 the campus.

5 With regards to the statement around  
6 Cambridge College and online programming at  
7 the college, I wanted to make sure I clarify  
8 that online programming is something that  
9 Cambridge College views as a very important  
10 component of an academic experience in  
11 today's schools. It's not a, it's not at the  
12 forefront of what Cambridge College delivers  
13 right now. It is clearly something that we  
14 are looking to become more involved in  
15 because we see it as an important part of the  
16 access mission for Cambridge College. So as  
17 we try to make higher education more  
18 accessible to the broader range of folks who  
19 have been denied access to higher education  
20 in the past, we recognize that we need to be  
21 more creative around online as a feature that

1 would make those individuals -- create  
2 something to those individuals to be more  
3 connected to higher education. So that's not  
4 part of the fabric of Cambridge College at  
5 this point, but we certainly are looking for  
6 that to be a little more involved in the  
7 months and years ahead. And I speak to that  
8 because when we talk about the size and scale  
9 of Cambridge College in response to the  
10 question about the population of students and  
11 staffing, I'm not sure -- we may need to have  
12 an offline on that, because I'm not sure that  
13 the numbers may be accurate when reviewed.  
14 There has been a decline in terms of the  
15 student population, and part of that is a  
16 function of what students are looking for in  
17 terms of program offerings. And we know that  
18 part of the challenge for us is becoming more  
19 effective in the online space, but the  
20 reduction of students or the declining  
21 student population is certainly something we

1 as part of our master plan or strategic plan  
2 are looking to address more closely. Much of  
3 that happened in a time frame when there was  
4 administrative changes at the college and so  
5 the time frame that you're speaking to it  
6 predates President Deborah Jackson coming on  
7 board and there were a lot of shifts and  
8 changes going on throughout the college.  
9 Only in the course of the last 18 months  
10 we've had significant change in overall  
11 leadership of the college and that in fact  
12 has played a role in some of the dynamics  
13 around staffing. So I just wanted to make  
14 sure I clarified that.

15 And I think that's it. We are looking  
16 forward to being on the tour for the  
17 University Council. And we're a part of that  
18 conversation talking about the ways in which  
19 touring Cambridge College will be different  
20 than touring some of the other institutions.  
21 So we'll try to be as creative as possible.

1 And next year I'll make sure that we plan to  
2 have slides for you guys as well so you can  
3 have a little bit more while we're here.

4 WILLIAM TIBBS: Just make sure you  
5 have very large name tags.

6 PHILIP PAGE: Absolutely.

7 Thank you.

8 HEATHER HENDRICKSON: Harvard didn't  
9 address one question which was actually about  
10 how we'll help with the climate adaptation  
11 resiliency planning in Cambridge. And I just  
12 wanted to make sure everyone here knew that  
13 first we applaud the City Manager's effort  
14 that requires preparing climate change,  
15 vulnerability assessment plan. That will be  
16 followed by an adaptation resiliency plan.  
17 So there are two committees that are  
18 associated with this planning. There is a  
19 Technical Advisory Committee and an Expert  
20 Advisory Panel and we have experts on both.  
21 I should say especially on the Expert

1           Advisory Panel we have two outstanding senior  
2           faculty members Dan Schrag who the director  
3           of Harvard University of environment, he's a  
4           geologist and a double appointment and  
5           professor of geology as well as environmental  
6           science and engineering. He studies -- as I  
7           said, he's a geologist and he studies carbon  
8           capture and sequestration. So he's  
9           excellent. And Jack Spangler who is a  
10          professor of environmental health and human  
11          habitation. He studies the impact of climate  
12          on human health, and he is the director of  
13          the center for health and the global  
14          environment. So we are very thrilled to be  
15          on both of those groups and look forward to  
16          staying close to it in helping work with the  
17          City of Cambridge as well as the other hired  
18          institutions on this very important topic.

19                   HUGH RUSSELL: Okay, thank you.

20                   So I think we're at the conclusion of  
21                   our meeting.

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Thank you all very much. See you all  
next year.

(Whereupon, at 9:35 p.m., the  
Planning Board Adjourned.)

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BRISTOL, SS.**

I, Catherine Lawson Zelinski, a  
Certified Shorthand Reporter, the undersigned  
Notary Public, certify that:

I am not related to any of the parties  
in this matter by blood or marriage and that  
I am in no way interested in the outcome of  
this matter.

I further certify that the testimony  
hereinbefore set forth is a true and accurate  
transcription of my stenographic notes to the  
best of my knowledge, skill and ability.

**IN WITNESS WHEREOF**, I have hereunto set  
my hand this 1st day of March 2013.

\_\_\_\_\_  
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